August 12, 2014

City of Lakewood
Economic Development Department
6000 Main Street SW
3rd Floor Receptionist Desk
Lakewood, WA 98499

Dear Lodging Tax Committee,

This is to confirm that the President/CEO of the Tacoma Regional Convention + Visitor Bureau is authorized by the organization’s Board of Directors to contractually bind the agency if funding is awarded.

The authorized individual is:
   Bennish Brown
   President/CEO
   1119 Pacific Ave., Suite 1400
   Tacoma, WA 98402
   253-284-3250
   bennish@traveltacoma.com

Thank you for your continued support of tourism in the City of Lakewood and Pierce County, and your support of the Tacoma Regional Convention + Visitor Bureau.

Sincerely,

Dan O’Leary
Chair, Board of Directors
2015 Lodging Tax – Tourism Promotion Project Application

1. Project Information

1a. Project Name: Lakewood and Pierce County Regional Tourism Promotion

Amount requested: $50,000
(Amount requested must match Total Costs, column "a." on page 13)

Total Project Amount: $1,959,000
(Total Project Amount must match Total Costs, column "c." on page 13)

1b. Name of Applicant organization: Tacoma Regional Convention + Visitor Bureau
(DBA: Travel Tacoma + Pierce County)

Mailing Address:
1119 Pacific Ave.
Suite 1400
Tacoma, WA 98402

Tax ID Number: 91-1465947

Organization Unified Business Identifier (UBI): 601 216 920

UBI Expiration Date: 12/31/2014

Type of Organization: Non-Profit 501(c)6
(non-profit, for-profit, municipality, private business, etc.)

1c. Contact Name: Bennish D. Brown

Title: President/CEO

Telephone: 253-284-3250 Email: bennish@traveltacoma.com

Signature: Bennish D. Brown

The signatory declares that he/she is an authorized official of the applicant organization, is authorized to make this application, is authorized to commit the organization in financial matters, and will assure that any funds received as a result of this application are used only for the purposes set forth herein, and verifies that all the information contained in this application is valid and true to the best of his/her knowledge.
2. Project Description

2a. Please provide the event date(s)? The marketing and tourism promotion will be ongoing for the 2015 calendar year.

2b. Where will your event be held? N/A – this is tourism promotion and marketing.

2c. If there is a charge or fee for this activity, please describe how much and why.

N/A – this is tourism promotion and marketing.

2d. Please provide a detailed description of the proposed project/activity. Include information on the area the project will serve, its expected impact and list the responsible party(s).

Please see the attached DRAFT of our 2015 Sales and Marketing Plan. Lakewood’s funding will support a portion of the total costs primarily for marketing and promotion efforts for 2015. Our goals include bringing more convention attendees and leisure travelers to Lakewood and Pierce County from regional and national points of origin. We also will market to US Open golf fans to come early or stay late as they visit Lakewood and Pierce County in addition to coming for the 2015 championship.

The attached plan is our draft Sales and Marketing Plan developed as a comprehensive plan to positively impact our entire destination. The goals we have set will help increase the number of people who travel on a business or personal trip to stay overnight in paid accommodations. The goals are also focused on helping to sustain or increase the number of people who travel more than 50 miles from their residences, and who travel outside their state or country.

We are still confirming costs for sales and marketing activities in the plan and completing all the information. Based on funding from all sources, we will ultimately have to select priorities for 2015. Many portions of this plan can relate specifically to the City of Lakewood. However, our organization’s desire is to properly develop and approve a comprehensive destination marketing plan that is aimed at increasing the awareness of Pierce County and all its cities out into the leisure and convention markets.

We are presenting this draft plan to all our funders, and expect to have a final plan once all Lodging Tax Committees have made their recommendations for funding. We can only commit to a final plan based on available contracted funding.
3. Beneficiaries
Please list and provide specific information regarding all individuals, businesses, areas, or organizations that will directly benefit from the project/activity.

If we are successful in increasing average occupancy at our Lakewood and Pierce County hotels during the shoulder season over the next few years, there are tremendous broad-based benefits across many sectors of the communities.

According to the 2012 Dean Runyan Pierce County Travel Impacts Study: “Travel spending in Pierce County in 2013 was $981 million. This represents a 4.9 percent increase from 2012, following a similar increase over 2011. Preliminary estimates of earnings, employment and tax revenues were also up. Notably, this is the second consecutive increase in travel-generated employment since 2008.”

The following chart demonstrates that the impact of tourism is distributed across all municipalities, including the City of Lakewood.

| Travel Impacts within Pierce County, 2013p |  |
|------------------------------------------|--|---|---|---|---|
| **Travel Spending** ($Million) | **Earnings** ($Million) | **Employment** (Jobs) | **Local** ($Million) | **State** ($Million) | **Total** ($Million) |
| Dupont | 5.2 | 1.3 | 60 | 0.1 | 0.3 | 0.4 |
| Fife | 59.6 | 15.5 | 650 | 1.6 | 2.9 | 4.5 |
| Gig Harbor | 40.8 | 10.4 | 440 | 1.0 | 2.2 | 3.1 |
| Lakewood | 80.2 | 20.7 | 870 | 2.0 | 4.1 | 6.1 |
| Mount Rainier | 105.1 | 28.6 | 1,180 | 3.4 | 4.1 | 7.6 |
| Puyallup | 98.0 | 24.4 | 1,040 | 2.0 | 5.6 | 7.6 |
| Sumner | 29.7 | 7.6 | 320 | 0.7 | 1.6 | 2.3 |
| Tacoma | 446.1 | 116.4 | 4,880 | 11.9 | 21.5 | 33.5 |
| All Other | 116.6 | 25.0 | 1,120 | 0.3 | 9.8 | 10.1 |
| County total | 981.3 | 249.9 | 10,550 | 23.1 | 52.0 | 75.1 |

Source: Dean Runyan Associates.
All Other includes all jurisdictions not listed and unincorporated areas.

This chart shows the specific types of businesses that directly benefit from tourism spending, and the totals represent information collected for Pierce County by the Dean Runyan study.

<table>
<thead>
<tr>
<th>Industry Earnings Generated by Travel Spending ($Million)</th>
<th>2004</th>
<th>2006</th>
<th>2008</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accom. &amp; Food Serv.</td>
<td>87</td>
<td>99</td>
<td>110</td>
<td>110</td>
<td>112</td>
<td>120</td>
<td>127</td>
</tr>
<tr>
<td>Arts, Ent. &amp; Rec.</td>
<td>56</td>
<td>61</td>
<td>63</td>
<td>58</td>
<td>58</td>
<td>57</td>
<td>60</td>
</tr>
<tr>
<td>Retail**</td>
<td>23</td>
<td>25</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>28</td>
<td>29</td>
</tr>
<tr>
<td>Ground Tran.</td>
<td>21</td>
<td>24</td>
<td>25</td>
<td>25</td>
<td>25</td>
<td>26</td>
<td>27</td>
</tr>
<tr>
<td>Other Travel*</td>
<td>3</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Total Direct Earnings</td>
<td>193</td>
<td>216</td>
<td>231</td>
<td>227</td>
<td>228</td>
<td>238</td>
<td>250</td>
</tr>
</tbody>
</table>
4. Goals/Monitoring
Describe the goals of the project. Will the project result in an increase in overnight stays by visitors in Lakewood? If so, how will this increase be tracked and monitored? How will an increase in the sale of goods and services as a result of the project be measured? What other short or long term economic benefits will occur and how will that be tracked? Why do you believe those project/activity outcomes are feasible? **Applicants will be required to submit a post-funding report providing pertinent data evaluating tourism benefits resulting from the use of lodging tax funds as compared with the estimates contained in this application.**

We will always measure our effectiveness by the number of future room nights we book, and the number of qualified leads for future prospective business we send out to hotels, venues and other tourism partners across the county. In 2013, we booked 16,570 room nights throughout the destination.

However, there are two additional ways we will track our efforts, which we hope can be sustained longer than just one year. Those tracking methods are monitoring the results from the Smith Travel Report [STR], and monitoring our website and digital analytics.

We will use is Google Analytics to track our website activity. We had more than 326,000 page views in 2013, more than 2,000 Facebook followers, and more than 3,400 likes and followers on Twitter. We will use a portion of our funding to employ tactics that lead more visitors to our website, which ultimately leads more visitors to our tourism businesses. We will engage visitors on our website by providing them with information they have confirmed is important to them. We will also engage visitors by offering connections through Facebook, Twitter and other social media outlets.
5. Estimate how the funds will increase the amount of people traveling to Lakewood to stay overnight in paid accommodations.

We are estimating that use of these funds will increase visitors to the City of Lakewood if we are fortunate to receive full funding from all our sources. Our success is based on being able to implement our sales and marketing plan in its totality. One of the goals in the plan is to generate more than 15,000 room nights, which includes recruiting conferences and conventions that range from 50 people to 2,000 people.

While we are not able to estimate the actual number of people traveling to Lakewood from outside their state or country, we will track our success in several ways.

One measurement tool will be monitoring the increase in hotel occupancy rates, because that is a direct indicator of paid overnight accommodations. We will also use benchmarks from previous Dean Runyan reports on Pierce County to determine if visitor spending increases in the City of Lakewood. We anticipate continued increases in overnight stays and visitor spending, which should also align with an increased amount of people traveling to Lakewood to stay overnight in paid accommodations.

The overall average occupancy for our lodging properties in 2013 was 61.5%. The increase in overall occupancy from 2012 to 2013 was 6.7%, according to Smith Travel Research (STR). If we concentrated our budget on generating traffic to our destination in the shoulder seasons, we could positively impact the overall annual occupancy numbers on a consistent basis. Our goal will be to sustain or surpass another 6% increase in 2015 over 2014 if we achieve full funding. We must have a substantially larger advertising budget to move the needle at all. It takes significant investment for a campaign to get enough attention to increase occupancy with leisure travelers. If we continue with our current ad budget, this won’t be able to happen.

Finally, we will measure traffic to our website, www.traveltacoma.com, and specifically monitor the geographic location of our visitors to our website to see what patterns emerge during the funding year.

6. Estimate how the funds will increase the amount of people traveling to Lakewood from more than 50 miles from their residences.

We are estimating that use of these funds will increase visitors to the City of Lakewood if we are fortunate to receive full funding from all our sources. Our success is based on being able to implement our sales and marketing plan in its totality. One of the goals in the plan is to generate more than 15,000 room nights, which includes recruiting conferences and conventions that range from 50 people to 2,000 people.

While we are not able to estimate the actual number of people traveling to Lakewood from outside their state or country, we will track our success in several ways.

One measurement tool will be monitoring the increase in hotel occupancy rates, because that is a direct indicator of paid overnight accommodations. We will also use benchmarks from previous Dean Runyan reports on Pierce County to determine if visitor spending increases in the City of Lakewood. We anticipate continued increases in overnight stays and visitor spending, which should also align with an increased amount of people traveling to Lakewood to stay overnight in paid accommodations.

The overall average occupancy for our lodging properties in 2013 was 61.5%. The increase in overall occupancy from 2012 to 2013 was 6.7%, according to Smith Travel Research (STR). If we concentrated our budget on generating traffic to our destination in the shoulder seasons, we could positively impact the overall annual occupancy numbers on a consistent basis. Our goal will be to sustain or surpass another 6% increase in 2015 over 2014 if we achieve full funding. We must have a substantially larger advertising budget to move the needle at all. It takes significant investment for a campaign to get enough attention to increase occupancy with leisure travelers. If we continue with our current ad budget, this won’t be able to happen.
Finally, we will measure traffic to our website, www.traveltacoma.com, and specifically monitor the geographic location of our visitors to our website to see what patterns emerge during the funding year.

7. Estimate how the funds will increase the amount of people traveling to Lakewood from outside their state or country.

We are estimating that use of these funds will increase visitors to the City of Lakewood if we are fortunate to receive full funding from all our sources. Our success is based on being able to implement our sales and marketing plan in its totality. One of the goals in the plan is to generate more than 15,000 room nights, which includes recruiting conferences and conventions that range from 50 people to 2,000 people.

While we are not able to estimate the actual number of people traveling to Lakewood from outside their state or country, we will track our success in several ways.

One measurement tool will be monitoring the increase in hotel occupancy rates, because that is a direct indicator of paid overnight accommodations. We will also use benchmarks from previous Dean Runyan reports on Pierce County to determine if visitor spending increases in the City of Lakewood. We anticipate continued increases in overnight stays and visitor spending, which should also align with an increased amount of people traveling to Lakewood to stay overnight in paid accommodations.

The overall average occupancy for our lodging properties in 2013 was 61.5%. The increase in overall occupancy from 2012 to 2013 was 6.7%, according to Smith Travel Research (STR). If we concentrated our budget on generating traffic to our destination in the shoulder seasons, we could positively impact the overall annual occupancy numbers on a consistent basis. Our goal will be to sustain or surpass another 6% increase in 2015 over 2014 if we achieve full funding. We must have a substantially larger advertising budget to move the needle at all. It takes significant investment for a campaign to get enough attention to increase occupancy with leisure travelers. If we continue with our current ad budget, this won’t be able to happen.

Finally, we will measure traffic to our website, www.traveltacoma.com, and specifically monitor the geographic location of our visitors to our website to see what patterns emerge during the funding year.
8. Funding Requirements
Due to funding constraints, partial funding may be recommended by the LTAC.

8a. If partial funding is received, how will that impact the project/activity? Please describe:

As we've mentioned in previous sections, our goal is to remain competitive as a destination that draws tourists, which means we must match or exceed marketing and sales budgets of other cities and locations. It is extremely that we become more competitive with other destinations by having projects that are funded beyond one year so that the impact can be consistent. Partial funding will greatly prohibit our ability to generate as many room nights as we would like and to have the website and web traffic impact we would like. Without full funding, we would lose our ability to competitively target the leisure market during the shoulder season months to increase room nights. We will also be ineffective at growing the website visitation numbers.

A reduction in our budget would literally cause a loss of momentum in our marketing efforts, and would reduce our exposure in the marketplace, specifically as it relates to being visible among decision-makers for our target markets such as meetings and conventions, motorcoach and tour & travel and even leisure travelers.

Partial funding could result in a reduction of implementing key strategies and activities, such as sales and marketing initiatives, and could ultimately result in a loss of jobs for staff members depending on the level of reductions we incur.

9. Use of Funds
Provide detail on how the funds will be used. For example, $20,000 of the funds will be used for marketing, $5,000 for administration, $10,000 for Consultants, etc.

A majority of the funds will be used for tourism marketing, promotion and sales. For example, here is a big picture look at the potential expenditures:

<table>
<thead>
<tr>
<th>Advertising campaign</th>
<th>200,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website CRM Technology</td>
<td>70,000.00</td>
</tr>
<tr>
<td>Visitor Guide Distribution</td>
<td>23,000.00</td>
</tr>
<tr>
<td>2015 US Open &amp; other</td>
<td>100,000.00</td>
</tr>
<tr>
<td>Meetings/Convention &amp; Tour</td>
<td>80,000.00</td>
</tr>
<tr>
<td>Travel Media Relations</td>
<td>30,000.00</td>
</tr>
<tr>
<td>Media Missions &amp; Media</td>
<td>20,000.00</td>
</tr>
<tr>
<td>Tradeshows</td>
<td></td>
</tr>
</tbody>
</table>

The funds from the City of Lakewood will help in supporting these global marketing initiatives, in addition to supporting operational and personnel needs.
10. Project Budget (for non-capital projects). Do not include in-kind contributions.

Income: A diversified funding base is important to the success of any project. Please list all other sources of funding for the project, both anticipated and confirmed and when that funding will be available to the project. Include your own funding, sponsorships, other grants, etc.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
<th>Confirmed?</th>
<th>Date Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Tacoma (Destination Marketing)</td>
<td>$325,000</td>
<td>No</td>
<td>TBD</td>
</tr>
<tr>
<td>City of Tacoma (Convention Center Sales)</td>
<td>$460,000</td>
<td>No</td>
<td>TBD</td>
</tr>
<tr>
<td>City of Puyallup</td>
<td>$80,000</td>
<td>No</td>
<td>TBD</td>
</tr>
<tr>
<td>City of Fife</td>
<td>$46,000</td>
<td>No</td>
<td>TBD</td>
</tr>
<tr>
<td>Pierce County LTAC</td>
<td>$250,000</td>
<td>No</td>
<td>TBD</td>
</tr>
<tr>
<td>TPA Funds</td>
<td>$795,000</td>
<td>No</td>
<td>TBD</td>
</tr>
<tr>
<td>Gig Harbor and Sumner (combined)</td>
<td>$13,000</td>
<td>No</td>
<td>TBD</td>
</tr>
</tbody>
</table>

Expenses: Based on full funding, please list project costs.

PLEASE NOTE: Certain expenses may not be reimbursable, at the sole discretion of the City of Lakewood. You will only be repaid at the Lakewood authorized rates. Insurance is not an eligible cost. If you have any questions about any of your proposed expenses, please discuss them with Melody Perrussel at Lakewood’s Economic Development (253) 983-7769.

<table>
<thead>
<tr>
<th>a. Lodging Tax Funds</th>
<th>b. Other Funds, Do not include In-Kind dollars</th>
<th>c. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel (salaries &amp; benefits)</td>
<td>$15,000</td>
<td>$1,187,221</td>
</tr>
<tr>
<td>Administration (rent, utilities, postage, supplies, janitorial services, etc.) Note: Insurance is not an eligible cost</td>
<td>$10,000</td>
<td>$214,000</td>
</tr>
<tr>
<td>Marketing/Promotion</td>
<td>$15,000</td>
<td>$378,000</td>
</tr>
<tr>
<td>Direct Sales Activities (Including trade shows, sales calls, related travel. Describe below.)</td>
<td>$10,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>Minor Equipment (computers, desks, etc.)</td>
<td></td>
<td>$3,500</td>
</tr>
<tr>
<td>Travel</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>Contract Services (Describe below)</td>
<td></td>
<td>$1,279</td>
</tr>
<tr>
<td>Other (Describe below)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TOTAL COSTS (Amount in column "a." must match "Amount Requested" and amount in column "c." must equal "Total Project Amount" on Page 8)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$50,000</td>
<td>$1,909,000</td>
</tr>
</tbody>
</table>

Description for Direct Sales Activities, Contract Services, Travel and Others

In-Kind Contributions
11. Funding History

11a. Was this project funded with Lakewood lodging tax funds in fiscal year 2014?

_X__yes ______no

11b. If you answered yes to 11a, how much funding did you receive in 2014?

$45,000

11c. If you answered no to 11a, what is the last year Lakewood funding was received and how much? _________ (year) ______________ (amount awarded)  □ no previous funding

11d. Indicate what efforts have been made to access funding from additional sources?

In addition to requesting funding [investment support] from the City of Lakewood, we make annual applications for lodging tax funding in Puyallup, Fife, Sumner and Pierce County. Gig Harbor lodging tax is not distributed through a grant program, but we continue a partnership that results in an annual grant. We negotiate two biennial contracts for services with the City of Tacoma for funding an overall destination sales and marketing strategy, and a Convention Center sales initiative. In addition, we apply for Tourism Promotion Area (TPA) funding to leverage the resources provided by lodging tax.

12. Coordination and Collaboration

Please provide information about any other organizations or agencies involved in this project/activity. Describe their level of involvement. Describe how this project coordinates with other tourism promotion efforts or services in the area, including Chambers of Commerce, local festivals, and local lodging and restaurants. You may attach up to three letters of support from these organizations.

Our new Partnership Model, which replaces our previous Membership Model, began on July 1. It allows us to represent all legitimate tourism businesses in the City of Lakewood. We offer free basic listings on our website to all tourism businesses (dining, attractions, lodging, etc.), but also have partnership packages available for purchase that are tailored to the marketing needs and interests of businesses. Our commitment is to add at least 10 new businesses per month to our website listing, and since the start of the new model we have added 28 business listings for the City of Lakewood.

We pledge to continue working with other organizations, such as Tacoma South Sound Sports (sports commission), City of Lakewood, Lakewood Chamber of Commerce, Lakewold Gardens, McGavick Student Center Conference Facility, Lakewood Historical Society and others, to help deliver travelers in the spirit of partnership and cooperation. We will promote the events of Lakewood Playhouse on our website, and continue to publicize the various tourism assets of Lakewood in our destination visitor guide and our meeting planner guide.

We work with the City of Lakewood’s Economic Development staff in a number of ways, including public relations and media relations partnerships. We work with the Chamber of Commerce in our supportive roles of providing visitor information and servicing visitors. We partner with Lakewold Gardens as we design itineraries for the Tour and Travel market, and we work with the McGavick Student Center to recruit meetings and conventions to the facility.

We also work with many of the Lakewold hotels and lodging properties.
14. **Capital Projects Budget** - Supporting the Capital Expenditures and/or Operation of city Tourism-Related Facilities.

<table>
<thead>
<tr>
<th>FUNDING/TIMELINE</th>
<th>Responsible parties, methods, means</th>
<th>Begin (Dates or periods)</th>
<th>End (Dates or periods)</th>
<th>Amount requested from Lodging Funds</th>
<th>Other funds committed - or proposed</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design &amp; Inspection</td>
<td></td>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Other Consultants</td>
<td></td>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Permits &amp; Fees</td>
<td></td>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Land Acquisition</td>
<td></td>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Site Development &amp; Landscape</td>
<td></td>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Buildings (new construction)</td>
<td></td>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Building Renovations (includes access)</td>
<td></td>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Other (specify) Insurance is not an eligible cost.</td>
<td></td>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

If other funds are committed, please attach a letter of commitment from the funding source.
15. Certification

The applicant hereby certifies and confirms:

1. That it does not now nor will it during the performance of any contract resulting from this proposal unlawfully discriminate against any employee, applicant for employment, client, customer, or other person(s) by reason of race, ethnicity, color, religion, age, gender, national origin, or disability;
2. That it will abide by all relevant local, state, and federal laws and regulations;
3. That it has read and understands the information contained in this application for funding and is in compliance with the provisions thereof, and;
4. That the individual signing below has the authority to certify to these provisions for the applicant organization, and declares that he/she is an authorized official of the applicant organization, is authorized to make this application, is authorized to commit the organization in financial matters, and will assure that any funds received as a result of this application are used for the purposes set forth herein.

Primary Signature: ________________________________
Signature

Bennish D. Brown, President/CEO
Printed Name & Title of Chief Administrator/Authorizing Official

August 13, 2014
Date
CITY OF LAKEWOOD

E-VERIFY REQUIREMENTS FOR CONTRACTORS

By Ordinance, the City of Lakewood requires that all contractors who enter into agreements to provide services or products to the City use the Department of Homeland Security’s E-Verify system when hiring new employees for the term of the contract.

E-Verify is an electronic system designed to verify the documentation of job applicants. It is run by the Department of Homeland Security.

Who is affected?
- All contractors doing business for the City of Lakewood. There is no minimum dollar value for contracts affected.
- All subcontractors employed by the general contractor on these contracts.

Are there exceptions?
- Contracts for “Commercial-Off-The-Shelf” items are exempted from this requirement.
- Individuals, Companies, or other organizations who do not have employees.

How long must the contractor comply with the E-Verify system?
- For at least the term of the contract.

Are there other stipulations?
- E-Verify must be used ONLY for NEW HIRES during the term of the contract. It is NOT to be used for EXISTING EMPLOYEES.
- E-Verify must be used to verify the documentation of ANY new employee during the term of the contract, not just those directly or indirectly working on deliverables related to the City of Lakewood contract.

How will the City of Lakewood check for compliance?
- All contractors will retain a copy of the E-Verify Memorandum of Understanding that they execute with the Department of Homeland Security AND
- Sign and submit to the City an Affidavit of Compliance with their signed contract.
- All General Contractors will be required to have their subcontractors sign an Affidavit of Compliance and retain that Affidavit for 4 years after end of the contract.
- The City of Lakewood has the right to audit the Contractor’s compliance with the E-Verify Ordinance.

Further information on E-Verify can be found at the following website:

http://www.uscis.gov/e-verify

If you have questions about the City’s E-Verify Ordinance, please contact the City of Lakewood’s legal department prior to contracting with the City.
CITY OF LAKEWOOD

AFFIDAVIT OF COMPLIANCE WITH LAKEWOOD MUNICIPAL CODE 1.42
"E-VERIFY"

As the person duly authorized to enter into such commitment for

Tacoma Regional Convention + Visitor Bureau
[DBA – Travel Tacoma + Pierce County] COMPANY OR ORGANIZATION NAME

I hereby certify that the Company or Organization named herein will

(check one box below)

☑ Be in compliance with all of the requirements of City of Lakewood Municipal Code Chapter 1.42 for the duration of the contract entered into between the City of Lakewood and the Company or Organization.

OR

☐ Hire no employees for the term of the contract between the City and the Company or Organization.

________________________________________
SIGNATURE

Bennish D. Brown, President/CEO

PRINT NAME AND TITLE

August 13, 2014
DATE
BOARD OF DIRECTORS MEETING MINUTES
MARCH 26, 2014 | 9:00AM
GREATER TACOMA CONVENTION & TRADE CENTER

PRESENT: Dan O'Leary, Ellie Chambers-Grady, Mike Gommi, Laurie Beck, Stephanie Walsh, Kathy Franklin, Trudy Cofchin, Mark Horace, Kathy McGoldrick, Laurel Potter, Stan Kott, Denise Dyer, Carmen Palmer, Kim Bedier, Bill McDonald, Shon Sylvia, Monique Trudnowski
STAFF: Bennish Brown, Claire Phelps, Moira Davin, Jennifer Unrau, Chelene Potvin-Bird, Marcus Carney,
EXCUSED: Ralph Pease, Skip Smith, Matt Allen

1. Welcome
Dan called the meeting to order at 9:05, and thanked Kim for hosting.

2. Approval of Agenda
Stephanie moved to approve the agenda as presented. Denise seconded. Motion passed. Ellie will be voting proxy for Ralph.

3. Approval of the January 31, 2014 Meeting Minutes:
Kathy Franklin moved to approve the minutes as presented. Laurie seconded. Motion passed.

4. Financials - Jen Unrau/Sharoon McCormack
   a. Audit Presentation - Dwyer, Pemberton & Coulson, P.C.
Financial statements: last year was review, this year was an audit. Opinion is unmodified. Financial position: $218,000 increase in assets, increase in cash: $230,000 mainly due to GTCTC. That will be used in 2014. Fluctuation in accounts receivable and accounts payable was a timing issue with billing last year.

   End of 2012 vs. End of 2013: Statement of activities: Total change in net assets was $211,000. There was a $233,000 increase in revenue, total expenses down $34,000. Managed expenses better in 2013 as well. In kind contributions were $14,000. Footnote #1: Accounting policies have not changed. Footnote #3: Operating leases throughout the year. Smooth audit.

   Internal control related matters: General recommendations, positive. It was a timely performance of month end accounting reconciliations. All issues were fixed. Issues at beginning of the year, problems were resolved. Audit procedures concluded early February.
   Ellie: would you suggest we review the next 2 years with audit in 3rd and 4th year? Depends on what funders are looking for. Works best to review 2 years then audit 3rd year.
   Denise: County is requiring us to have an audit every year because of the amount of funds
   Jeremy: Right now we’re required to do it.
   Kathy Franklin: Motion to accept draft as presented. Ellie seconded. Motion passed. Denise abstained.
   The TRCVD is budgeted for an annual audit.

   b. Revised 2014 Budget
Not many revisions. TPA contract was for $500 more than original budget. GTCTC contract was $1,632 more than original budget. All other cities and counties came in at what they were budgeted
for. We added a $13,500 line item for Go West sponsorship. Interest/income: bumped interest to $3,000, $1,955,632 total revenue budget for 2014. $250,000 more than last year's budget, most is TPA.

**Expenses:** 2 year contract with city of Tacoma and GTCTC, billed equally throughout year. Total overage $220,000 for 2013. Net spent over revenue is $190,000. Going forward, earmark partnership money. Keep it in reserves. Then it’s available for unforeseen expenditures in coming years.

**Details of budget:** Broken down by departments: sales, marketing, operations etc. Personnel was broken down by individual budgets.

Mike moved to approve revised budget. Kathy Franklin seconded. Denise abstained. Motion carried.

**Financials:**
Accounting Department was asked to insert a copy of original 2014 budget approved in November next to 2014 revised budget. Also attached was a memo detailing changes as opposed to footnotes.

**Significant changes:** Adding Go West income of $13,500, small TPA increase, small GTCTC increase. Carryover from 2013 was estimated to be at $185,000, actual was $211,000. Net of $190,000 to spend in 2014 ($116,000 GTCTC money, sales money, personnel that didn’t carry forward).

**January 2014:** $9,000 in total changes from TPA not allowing us to bill for annual membership. They want it spread over the year in quarterly increments. Accounts receivable went down as did revenue over expense by $9,000.

**February 2014:** Cash diversified in 4 banks, none will go over FDIC limit. Accounts receivable slightly high due to it being a short month and payments were received the beginning of March. Receivables should be back down to $200,000 by end of March and cash will be back up by about $140,000. No changes in property or equipment. Accounts payable slightly higher because of two large invoices: i2i China, Go West; invoiced at end of February

**Statement of Revenue Expenditures Compared to Budget:** Used about 17% of budget in Puyallup and Lakewood, paid for quite a bit of Go West activities, they'll be billed less throughout year. Go West sponsorships are a new revenue source

**Expense Revenue:** Right on track. Sales are higher than percentage to budget, anticipated because of Go West. Communications has reached 70% of their budget, but also it was anticipated. (Media tracking contract and contract for i2i paid out in March, but allocated in February). Leadership expenses higher because of board retreat and smaller membership items. Expenses over revenue will always show in the negative because of the carryover funding, but it’s been budgeted for so it’s not something to be concerned about.

**Compared to Prior Year:** Communications higher, i2i media reallocated from sales in 2013, now budgeted to communications.

Mike Gommi moved to approve financial statements as presented. Trudy seconded. Denise abstained. Motion passed.

c. **Board vote to authorize President/CEO to request funds for FY 2015 (needed for TPA, LTAC, Lakewood LTAC, etc.)**

Mike Gommi moved to authorize the above. Kathy Franklin seconded. Denise abstained. Motion carried.

5. **Open Issues**
   a. **Joe Lawless- Board Retreat Follow up**
Tacoma Regional CVB  
Balance Sheet  
June 30, 2014  

**ASSETS**  

**Cash**  
Cash-Checking - Home Street Bank $106,253  
Cash-Checking - Heritage Bank 238,790  
Cash-Checking - Union Bank 100  
Money Market - Home Street Bank 80,770  
Money Market - Sound Credit Union 94,961  
Money Market - Union Bank 227,289  
Total Cash 748,163  

**Other Assets**  
Account Receivable 196,401  
Prepays 6,140  
Deposit (lease) 7,198  
Total Other Assets 209,739  

**Property and Equipment**  
Furniture & Fixtures 41,440  
Depreciation - F & F (21,153)  
Computer/Telecommunication 90,514  
Depreciation C/T (66,613)  
Total Property and Equipment 44,188  

Total Assets $1,002,090  

**LIABILITIES AND NET ASSETS**  

**Current Liabilities**  
Accounts Payable $10,085  
Total Current Liabilities 10,085  

**Long-Term Liabilities**  
Retention Bonus Accrual 7,500  
Total Long-Term Liabilities 7,500  
Total Liabilities 17,585  

**Net Assets**  
Net Assets - Unrestricted 940,687  
Net Revenue Over (Under) Expense 43,818  
Total Net Assets 984,505  

Total Liabilities & Net Assets $1,002,090  

Unaudited - For Management Purposes Only
TRCVB Projected 2014 Budget

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Working Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>TPA</td>
<td>$736,500.00</td>
</tr>
<tr>
<td>TPA Manager</td>
<td>$12,000.00</td>
</tr>
<tr>
<td>GTCTC</td>
<td>$451,632.00</td>
</tr>
<tr>
<td>Pierce County</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>City of Tacoma</td>
<td>$325,000.00</td>
</tr>
<tr>
<td>City of Fife</td>
<td>$46,000.00</td>
</tr>
<tr>
<td>City of Puyallup</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>City of Gig Harbor</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>City of Lakewood</td>
<td>$45,000.00</td>
</tr>
<tr>
<td>City of Sumner</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Sponsorships - GoWest</td>
<td>$13,500.00</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$1,955,632.00</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$820,000.00</td>
</tr>
<tr>
<td>Operations</td>
<td>$210,000.00</td>
</tr>
<tr>
<td>Destination Sales</td>
<td>$181,300.00</td>
</tr>
<tr>
<td>Marketing</td>
<td>$215,850.00</td>
</tr>
<tr>
<td>Communications</td>
<td>$54,100.00</td>
</tr>
<tr>
<td>Visitor Experience</td>
<td>$45,750.00</td>
</tr>
<tr>
<td>Leadership</td>
<td>$23,000.00</td>
</tr>
<tr>
<td>Business Development</td>
<td>$17,000.00</td>
</tr>
<tr>
<td>TPA Manager</td>
<td>$12,000.00</td>
</tr>
<tr>
<td>Convention Center</td>
<td>$566,632.00</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$2,145,632.00</strong></td>
</tr>
</tbody>
</table>

**Net Revenue over Expenses**  
($190,000.00)

Expense over revenue due to carryover of unspent budget from last year
<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monique Trudnowski</td>
<td>253.475.6000</td>
<td><a href="mailto:monique@adiaticgrill.com">monique@adiaticgrill.com</a></td>
<td>4201 S. Steele St, Tacoma WA 98409</td>
</tr>
<tr>
<td>Dan O'Leary</td>
<td>253.272.1300</td>
<td><a href="mailto:dano@silvercloud.com">dano@silvercloud.com</a></td>
<td>2317 N. Ruston Way, Tacoma WA 98402</td>
</tr>
<tr>
<td>Ellie Chambers-Grady</td>
<td>253.983.7834</td>
<td><a href="mailto:echambers@cityoflakewood.us">echambers@cityoflakewood.us</a></td>
<td>6000 Main St SW, Lakewood WA 98499</td>
</tr>
<tr>
<td>Ralph Pease</td>
<td>206.623.1445</td>
<td><a href="mailto:ralphp@argosycruises.com">ralphp@argosycruises.com</a></td>
<td>1101 Alaskan Way, Pier 55, Ste. 201, Seattle WA 98101</td>
</tr>
<tr>
<td>Laurie Beck</td>
<td>253.475.4020</td>
<td><a href="mailto:laurie.beck@shiloinsns.com">laurie.beck@shiloinsns.com</a></td>
<td>7414 S. Hosmer St., Tacoma WA 98408</td>
</tr>
<tr>
<td>Kim Bedier</td>
<td>253.573.2554</td>
<td><a href="mailto:kbedier@ci.tacoma.wa.us">kbedier@ci.tacoma.wa.us</a></td>
<td>2727 E. D St., Tacoma WA 98421</td>
</tr>
<tr>
<td>Trudy Cofchin</td>
<td>253.272.2336</td>
<td><a href="mailto:trudy@lemayinv.com">trudy@lemayinv.com</a></td>
<td>325 152nd St. E., Tacoma WA 98445</td>
</tr>
<tr>
<td>Denise Dyer</td>
<td>253.798.6926</td>
<td><a href="mailto:ddyer@ci.pierce.wa.us">ddyer@ci.pierce.wa.us</a></td>
<td>950 Pacific Ave., Ste. 720, Tacoma WA 98402</td>
</tr>
<tr>
<td>Jeremy Foust</td>
<td>800.238.5756</td>
<td><a href="mailto:jeremy@whittakermountaineering.com">jeremy@whittakermountaineering.com</a></td>
<td>30027 SR 706 East, Ashford WA 98304</td>
</tr>
<tr>
<td>Kathy Franklin</td>
<td>253.858.1818</td>
<td><a href="mailto:kathy@maritimeinn.com">kathy@maritimeinn.com</a></td>
<td>3212 Harborview Drive, Gig Harbor WA 98335</td>
</tr>
<tr>
<td>Mike Gommi</td>
<td>253.284.3570</td>
<td><a href="mailto:mike.gommi@marriott.com">mike.gommi@marriott.com</a></td>
<td>1515 Commerce St., Tacoma WA 98402</td>
</tr>
<tr>
<td>Stan Kott</td>
<td>253.591.4130</td>
<td><a href="mailto:stan.kott@muryono.com">stan.kott@muryono.com</a></td>
<td>1320 Broadway, Tacoma WA 98402</td>
</tr>
<tr>
<td>Evan Marques</td>
<td>253.572.4500</td>
<td><a href="mailto:emarques@eisenhowerlaw.com">emarques@eisenhowerlaw.com</a></td>
<td>1201 Pacific Ave., Ste. 1200, Tacoma WA 98402</td>
</tr>
<tr>
<td>Bill McDonald</td>
<td>253.770.3370</td>
<td><a href="mailto:bmdonald@ci.puyallup.wa.us">bmdonald@ci.puyallup.wa.us</a></td>
<td>333 S. Meridian, Puyallup WA 98371</td>
</tr>
<tr>
<td>Carment Palmer</td>
<td>253.863.8300</td>
<td><a href="mailto:carmenp@ci.sumner.wa.us">carmenp@ci.sumner.wa.us</a></td>
<td>1104 Maple St., Sumner WA 98390</td>
</tr>
<tr>
<td>Laurel Potter</td>
<td>253.284.2158</td>
<td><a href="mailto:lpotter@cityoffife.org">lpotter@cityoffife.org</a></td>
<td>5411 23rd St. E., Fife WA 98424</td>
</tr>
<tr>
<td>Joanne Selden</td>
<td>253.273.9916</td>
<td><a href="mailto:joanneselden@seldens.com">joanneselden@seldens.com</a></td>
<td>1801 62nd Ave. E., Fife WA 98424</td>
</tr>
<tr>
<td>Skip Smith</td>
<td>253.671.1017 ext. 203</td>
<td><a href="mailto:info@smithwesternco.com">info@smithwesternco.com</a></td>
<td>2223 S. 80th, Tacoma WA 98409</td>
</tr>
<tr>
<td>Stephanie Walsh</td>
<td>253.584.4106</td>
<td><a href="mailto:swalsh@lakewoldgardens.org">swalsh@lakewoldgardens.org</a></td>
<td>12317 Gravelly Lake Dr. SW., Lakewood, WA 98499</td>
</tr>
<tr>
<td>Anna Sullivan</td>
<td>253.982.2060</td>
<td><a href="mailto:anna.sullivan@us.af.mil">anna.sullivan@us.af.mil</a></td>
<td>446 Airlift Wing, Air Force Reserve, Joint Base Lewis McChord, WA</td>
</tr>
<tr>
<td>Matt McGoldrick</td>
<td>253.324.7122</td>
<td><a href="mailto:mcllenny@kempersports.com">mcllenny@kempersports.com</a></td>
<td>6320 Grandview Dr W, University Place, WA 98467</td>
</tr>
<tr>
<td>Shon Sylvia</td>
<td>253.305.1072</td>
<td><a href="mailto:shons@tacomaparks.com">shons@tacomaparks.com</a></td>
<td>4702 S. 19th St., Tacoma WA 98405</td>
</tr>
<tr>
<td>Mark Horace</td>
<td>253.912.4444</td>
<td><a href="mailto:mark.horace@hilton.com">mark.horace@hilton.com</a></td>
<td>800 Station Dr., DuPont WA 98327</td>
</tr>
</tbody>
</table>
Dear Sir or Madam:

This is in response to your request for affirmation of your organization's exempt status.

In January 1991 we issued a determination letter that recognized your organization as exempt from federal income tax under section 501(c)(6) of the Internal Revenue Code. That letter is still in effect.

All exempt organizations (unless specifically excluded) are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of $100 or more paid to each employee during a calendar year. Your organization is also liable for tax under the Federal Unemployment Tax Act for each employee to whom it pays $50 or more during a calendar quarter if, during the current or preceding calendar year, it had one or more employees at any time in each of 20 calendar weeks or it paid wages of $1,500 or more in any calendar quarter.

If your organization's character, method of operation, or purposes change, please let us know so we can consider the effect of the change on the organization's exempt status. Also, your organization should inform us of all changes in its name or address.

Your organization is required to file Form 990, Return of Organization Exempt from Income Tax, if its gross receipts each year are normally more than $25,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of the organization's annual accounting period. The law imposes a penalty of $20 a day, up to a maximum of $10,000, when a return is filed late, unless there is reasonable cause for the delay.

Because your organization is not an organization described in section 170(c) of the Code, donors may not deduct contributions made to your organization. You should advise your contributors to that effect.
Tacoma-Pierce County Visitor & Convention Bureau
91-1465947

Your organization is not required to file federal income tax returns unless it is subject to the tax on unrelated business income under section 511 of the Internal Revenue Code. If your organization is subject to this tax, it must file an income tax return on Form 990-T, Exempt Organization Business Income Tax Return. In this letter we are not determining whether any of your organization's activities are unrelated trade or business as defined in Code section 513.

The law requires you to make your organization's annual return available for public inspection without charge for three years after the due date of the return. You are also required to make available for public inspection a copy of your organization's exemption application, any supporting documents and the exemption letter to any individual who requests such documents in person or in writing. You can charge only a reasonable fee for reproduction and actual postage costs for the copied materials. The law does not require you to provide copies of public inspection documents that are widely available, such as by posting them on the Internet (World Wide Web). You may be liable for a penalty of $20 a day for each day you do not make these documents available for public inspection (up to a maximum of $10,000 in the case of an annual return).

As this letter could help resolve any questions about your organization's exempt status, you should keep it with the organization's permanent records.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

This letter affirms the exempt status of your organization.

Sincerely,

John E. Ricketts
Director, TE/GE
Customer Account Services
AMENDED AND RESTATE
ARTICLES OF INCORPORATION
OF
TACOMA REGIONAL CONVENTION & VISITOR BUREAU

I, THE UNDERSIGNED PERSON, acting as the incorporator of a corporation under
the provision of the Washington Non-Profit Corporation Act (Revised Code of Washington
24.03) adopt the following Articles of Incorporation for such corporation.

ARTICLE I
Name

The name of the corporation ("Corporation") shall be Tacoma Regional Convention &
Visitor Bureau.

ARTICLE II
Duration

The period of duration of the Corporation shall be perpetual.

ARTICLE III
Purpose

The purpose for which the Corporation is organized is:
1. To promote tourism in Pierce County, Washington.
2. To engage in any lawful activity which is necessary or incidental to the above state
purposes and which is intended by the Corporation, directly or indirectly, to promote the interests of
the Corporation.
3. To engage in any activity not contrary to the laws of the State of Washington and
to exercise all of the powers, rights and privileges conferred by existing and future laws of the
State of Washington upon a corporation formed under the Washington Non-Profit Corporation
Act.

ARTICLE IV
Members

That the Corporation shall have no members.
ARTICLE V

Registered Agent

The address of the registered agent and office of the Corporation shall be Bennish Brown, 1119 Pacific Avenue, Suite 1400, Tacoma, WA 98402.

ARTICLE VII

Directors

The number of the directors of the Corporation and the manner in which such directors are to be elected shall be as set forth in the Corporation's bylaws. The board of directors consists of twenty-four (24) individuals. The names and addresses of the current directors are:

(1) Monique Trudnowski
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(2) Dan O'Leary
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(3) Ralph Pease
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(4) Laurie Beck
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(5) Kim Bedier
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(6) Trudy Cofchin
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(7) Denise Dyer
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(8) Jeremy Foust
    1119 Pacific Ave #1400
    Tacoma, WA 98402
(9) Kathy Franklin
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(10) Mike Gommi
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(11) Stan Kott
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(12) Evan Marques
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(13) Bill McDonald
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(14) Carmen Palmer
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(15) Laurel Potter
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(16) Joanne Selden
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(17) Skip Smith
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(18) Stephanie Walsh
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(19) Anna Sullivan
    1119 Pacific Ave #1400
    Tacoma, WA 98402

(20) Kathy McGoldrick
    1119 Pacific Ave #1400
    Tacoma, WA 98402
(21) Matt Allen  
1119 Pacific Ave #1400  
Tacoma, WA 98402  

(22) Shon Sylvia  
1119 Pacific Ave #1400  
Tacoma, WA 98402  

(23) Mark Horace  
1119 Pacific Ave #1400  
Tacoma, WA 98402  

The term of the initial directors shall expire as set forth in the Corporation's bylaws.  

ARTICLE VIII  

Incorporator  

The name and address of the incorporator of the Corporation is as follows:  

Bennish Brown, President/CEO  
1119 Pacific Avenue, Suite 1400  
Tacoma, WA 98402  

ARTICLE IX  

Limitation of Liability for Directors  

No director of the Corporation shall be personally liable to the Corporation for monetary damages for his or her conduct as a director, when such conduct takes place on or after the date this Article becomes effective, except for (i) acts or omissions that involve intentional misconduct or a knowing violation of law by the director, or (ii) conduct involving any transaction from which the director will personally receive a benefit in money, property, or services to which the director is not legally entitled. If, after this Article becomes effective, the Washington Non-profit Corporation Act is amended or superseded to authorize corporate action further eliminating or limiting the personal liability of directors, then the liability of a director of the Corporation shall be deemed eliminated or limited to the fullest extent permitted by the Washington Non-profit Corporation Act, as so amended or superseded. Any amendment to or repeal of this Article shall not adversely affect any right or protection of a director of the Corporation for or with respect to any acts or omissions of such director occurring prior to such amendment or repeal. This provision shall not eliminate or limit the liability of a director for any act or omission occurring prior to the date this Article becomes effective.
ARTICLE X

Indemnification

The Corporation shall indemnify to the fullest extent permitted by Washington law, as may amended or superseded, any person who has been made, or has threatened to be made, a party to any action, suit, or proceeding, whether civil, criminal, administrative, investigative, or otherwise (including an action, suit or proceeding by or in the right of the Corporation), by reason of the fact that the person is or was a director, officer or incorporator of the Corporation, or fiduciary within the meaning of the Employee Retirement Income Security Act of 1974 with respect to an employee benefit plan of the Corporation, if any, or serves or served at the request of the Corporation as a director, or as an officer, or as a fiduciary of an employee benefit plan, of another corporation, partnership, joint venture, trust or other enterprise. In addition, the Corporation shall pay for reimburse any expenses incurred by such persons who are parties to such proceedings, in advance of the final disposition of such proceedings, to the full extent permitted by Washington law, as amended or superseded.

ARTICLE XI

Dissolution

Upon the winding up and dissolution of the corporation, the assets of the Corporation shall be distributed pursuant to RCW 24.03.225 and in accordance with the following: any assets remaining after payment of, or provisions for payment of, all debts and liabilities of the corporation, shall be distributed to one or more domestic or foreign corporations, societies or organizations engaged in activities substantially similar to those of the Corporation, as selected by the directors.

ARTICLE XII

Effective Date

These Articles shall become effective upon filing.

DATED this 30th day of July 2014.

Bennish Brown, President/CEO
DESTINATION SALES + MARKETING PLAN
The 2015 Sales and Marketing Plan is designed to have a positive, regional impact on tourism for the Tacoma + Pierce County destination, and includes the following areas:

- Pierce County
- City of Tacoma
- City of Puyallup
- City of Fife
- City of Lakewood
- City of Sumner
- City of Gig Harbor
ABOUT THE TRCVB
The Tacoma Regional Convention + Visitor Bureau is the official destination marketing organization for Pierce County. It is accredited by Destination Marketing Association International (DMAI).

Mission:
To deliver tourism to Pierce County.

- The TRCVB increases visitor expenditures and overnight stays through strategic sales, marketing and services to our customers, members and communities.
- We promote and package our destination to attract and meet the needs of meetings and conventions, group tours, special interest groups and leisure travelers.

Destinationbrand:
Our brand is who we are. It’s not a logo. It’s not a slogan. It’s the total sum of words, images and associations that form the customer’s perception and helps us distinguish our destination from other cities. It is our story that is told. It is our story that is lived. It is our story that inspires.

Brand promise [what customers can expect]:
Pierce County inspires transformation. It is a place to fearlessly explore a fusion of natural beauty and an accessible art culture. Experiencing this place leaves those who come different from when they came. Perspectives changed. Challenges accomplished. Stories created.

Brand standout:
Our iconic images: Glass Art, Collector Vehicles and Mount Rainier National Park

Our geographic location: We’re not Washington D.C. We’re close to Seattle, but still a distinct destination.

Reaction when visitors are exposed to our destination:
- Feeling of surprise and awe.
- Perception of safety and cleanliness.
- Anticipation of transformation.

Focusing on our iconic images does not mean that we are excluding niche markets such as golf, maritime and agritourism.

Core values:
1. Collaboration
2. Accountability
3. Innovation

Core functions:
Destination + Leisure Sales - Proactively sell Pierce County as a destination for meetings, group tours and leisure travel to generate leads for members and book business in the region. Through proactive sales calls, tradeshow participation, industry networking, client site visits and FAM tours, the sales team connects key decision makers with CVB member businesses.

Convention Center Sales – Proactively sell the Greater Tacoma Convention & Trade Center as a location for meetings, conventions and tradeshows to generate revenue, room nights and increased economic impact throughout the community. Goals will be achieved through advertising and marketing.
proactively prospecting, tradeshows, industry memberships, networking, site visits, hosting client events, community relationships and partnering with other CVB’s.

**Advertising** – Promote the region and generate interest and awareness for Tacoma + Pierce County as a destination through branded messages to targeted audiences.

**Destination Publications** – The Official Pierce County Visitor Guide and Meeting Planner Guide provide compelling information for the customer during their decision making process and is designed to extend stays and encourage regional exploration.

**Digital Marketing** – The TRCVB’s website provides comprehensive information for customers. Social media enhances the destination’s appeal by creating a dialogue with customers and sharing timely, interesting information.

**Media Relations** – Maximize positive media coverage of Pierce County to influence travel decisions and build destination awareness. Third-party stories and news articles enhance the destination’s image without directly purchasing advertising.

**Visitor Services** – Influence visitor spending, regional visitor distribution and lengthen stays by providing visitors with reservation services, recommendations, visitor guides, brochures and maps of the region.

**Frontline Services** – Having frontline professionals well-versed and knowledgeable about what there is to see, do and experience in Pierce County is paramount to making Pierce County a great place to visit.

**Convention Services** – Ensure the success of meetings and events in Pierce County by providing event marketing support, pre/post itinerary development, onsite concierge services, a housing bureau and more. Convention services are designed to lengthen delegate stays, increase regional spending and ensure repeat bookings.

**Partnerships** – Build a powerful destination image and leverage investments through cooperation with partners, tourism businesses, destination marketing organizations and industry associations. Develop collaborative partnerships only in areas where the partnership can accomplish that which our organization cannot do alone.

**Destination Objectives**

1. Increase brand awareness of Tacoma + Pierce County as a destination and resulting visitation from groups and individual travelers.
2. Secure resources to achieve the mission and objectives.
3. Build community support for tourism and the TRCVB.
4. Lead the effort to encourage product development and infrastructure improvements that are consistent with the TRCVB’s mission and the destination brand.

**Short-term focus**

1. Capitalize on 2015 U.S. Open opportunities, partnering and supporting the USGA and Pierce County to drive attendance and prepare the destination. Expand public relations efforts to bring in golf media for pre and post championship media FAMs.
2. Make group sales a major focus, maximizing occupancy and rates, and influence compression.
3. Expand our social media efforts to fully optimize our brand voice, and evaluate ROI metrics.
4. Continue roll-out of “Fearless Exploration” campaign to communicate the story of our destination.
5. Expand public relations efforts.
6. Emphasis on marketing the shoulder and off-seasons especially in the leisure market segments.

Long-term focus
- Funding – Grow destination marketing funds; explore opportunities to develop new funding sources.
- Tourism Product Development and Packaging – destination engagement in working with attractions to bundle and package experiences that differentiate and sell the destination to group as well as leisure segments, both domestically and internationally.
- Continue to enhance traveltacoma.com to better meet customer needs and stay current with industry trends.
- Invest in consumer research so we can determine key audiences and interests of current and potential customer bases, allowing us to be more focused and strategic with marketing and sales initiatives.
- Expand ways to measure the collective sales and marketing performance and success by the TRCVB, the destination and our partners.

KEY MARKETING STRATEGIES
- Sustain and grow Tacoma + Pierce County’s travel and tourism market share.
- Let consumer research, benchmarking and metrics drive our decisions and programs.
- Actively and collaboratively engage our partners in working with us to help define changes needed in the local tourism marketplace and give them the communications, information and tools needed to become vocal advocates for the destination and organization.
- Foster cross-industry networking, cooperation, cross-marketing, packaging and sales, and opportunities for innovation in pursuing new market segments.
- As a destination differentiator, encourage local collaborative work to make it easier and simpler for both group and leisure travelers to see, understand and buy packaged travel experiences.

Research-Based Destination Marketing + Planning  Budget: $45,000
- Develop strategic plans that weigh both local stakeholder input and the consumer’s voice through quantitative and qualitative research.
- Follow the Destination Marketing Association International’s DMO Best Practices in research, planning and reporting.
- Develop tools that both the TRCVB staff and the local tourism industry can use to improve marketing, sales and visitor services.
- Provide timely results metrics and tourism industry information.
- Provide transparent accountability metrics and travel industry data that local and state government and related agencies can use to make better public policy, program and funding decisions.

Budgeted programs for research include:
- Dean Runyon and Associates – Pierce County Travel Impacts - $9,000
- Smith Travel Research: Monthly and weekly hotel lodging report and monthly competitive set report
- Google Analytics Web + Social Media – independently created
- Meltwater Online Media Solutions – Included in Marketing + Communications Budget
- DMAI Group and Event Impact Calculator - $7,000[1][4]
- Tourvey conversion study - $4,000
- Local Lodging Mix Survey - independently created
- Pierce County tourism study by (local college or university) - $10,000
- TRCVB Visitor Survey - independently created
- TRCVB Planner Survey - independently created
- Online visitors survey - We’ve collected demographic data on traveltacoma.com visitors in 2012 and 2013. In 2014, we will analyze the data and the findings will drive future marketing strategies.
- Greater Tacoma Convention & Trade Center Event Evaluation
- User-Centered Design Research to optimize usability of our digital marketing presence - $15,000

______________________________

**Destination product developments and enhancements**

**Projects that have taken place over the past two years**

LeMay America's Car Museum – new museum opened June 2012

Tacoma Art Museum – new wing and western art exhibit

Mount Rainier Scenic Railroad Museum – new museum attraction

Foss Waterway Seaport Restoration – building refurbishment, interactive learning center and design upgrades

Point Defiance Zoo & Aquarium – new activities: ropes course, stingray and shark diving exhibits

Northwest Trek – new activities: zip line and ropes course

Courtyard by Marriott Renovation – modernized lobby and rooms

Holiday Inn Express – Downtown Tacoma – Opened October 2013

Red Lion Renovation - new meeting space

Nisqually Lodge Renovation – modernized rooms

Best Western Premier Puyallup Renovation - modernized lobby and rooms

Inn at Gig Harbor Renovation - modernized rooms

Travelodge Fife Renovation - modernized rooms

Narrows Brewing -

Heritage Distilling -

**Future Projects**

McMenamins

Convention Center Hotel

Waterfront Hotels
DESTINATION SALES STRATEGY

Core functions
The destination sales team is responsible for bringing economic development and room nights to Pierce County through the leisure, group tour and meetings market. The sales team networks with target markets through local events, national and regional tradeshows and familiarization tours and events. Tacoma + Pierce County, WA is uniquely positioned to reach a wide variety of markets with our range of meeting facilities, hotels and attractions throughout cities such as Tacoma, Mount Rainier, Puyallup, Fife, Lakewood, Gig Harbor and Sumner.

<table>
<thead>
<tr>
<th>Benchmarks [Goals]</th>
<th>Number of Leads: 50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential Rooms Nights: 6,000</td>
<td></td>
</tr>
<tr>
<td>Definites (room nights): 1,620</td>
<td></td>
</tr>
<tr>
<td>Conversion: 27%</td>
<td></td>
</tr>
<tr>
<td>Group Travel Referrals: 35</td>
<td></td>
</tr>
<tr>
<td>Leisure Golf Contacts: 200</td>
<td></td>
</tr>
<tr>
<td>Familiarization Tours or ConFAMS: 3 (35 clients)</td>
<td></td>
</tr>
</tbody>
</table>

Group sales goals/ results

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Goal</td>
<td>Goal</td>
</tr>
<tr>
<td># of Leads</td>
<td>116</td>
<td>157</td>
<td>142</td>
<td>165</td>
<td>95</td>
<td>50</td>
</tr>
<tr>
<td>Potential Room Nights</td>
<td>44,611</td>
<td>72,328</td>
<td>58,896</td>
<td>71,227</td>
<td>14,600</td>
<td>8,400</td>
</tr>
<tr>
<td># of Definites</td>
<td>40</td>
<td>40</td>
<td>37</td>
<td>52</td>
<td>27</td>
<td>33</td>
</tr>
<tr>
<td>Definites (room nights)</td>
<td>6,256</td>
<td>11,333</td>
<td>10,778</td>
<td>6,193</td>
<td>3,650</td>
<td>2,268</td>
</tr>
<tr>
<td>Conversion</td>
<td>34%</td>
<td>25%</td>
<td>26%</td>
<td>31%</td>
<td>25%</td>
<td>27%</td>
</tr>
</tbody>
</table>

* In 2014 and 2015 the goals are for the destination team only (does not include Convention Center team)*
Staff

- 1 Director of Sales
- 2 Sales Managers

These positions are staffed by professionals in the hospitality and tourism industry. These positions will receive competitive salary + bonus + benefits + ongoing sales training + support to ensure a dynamic and successful team that will achieve scope of work and benchmarks.

Target Markets [All markets will be assisted]

<table>
<thead>
<tr>
<th>Corporate</th>
<th>Religious</th>
<th>Hobby</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military</td>
<td>Tour + Travel</td>
<td>Government</td>
</tr>
</tbody>
</table>

Key strategies

- Increase customer engagement and awareness with client familiarization tours, site inspections, events, social media and interactive engagements to keep Travel Tacoma + Pierce County, WA front-of-mind with planners.
- The destination sales team is committed to responding to all group inquiries the same day they are received to ensure that we are providing the best customer service and are top-of-mind to our clients.
- Continue to build relationships with our tourism partners to ensure timely response for clients and product development for leisure and group travel.
- Commitment to continue to follow DMAI ‘best practices’ for sales services.
- Attend tradeshows to build relationships, referrals and drive travel to the destination.
- Work tradeshows that have the greatest amount of potential for generating leads and new contacts with particular emphasis on appointment-driven shows.
- Host targeted FAM tours and CONFAMS to drive future economic impact and build destination awareness.
- Work with local golf courses to co-op at tradeshows in order to drive the golf market to Pierce County, capitalizing on the 2015 U.S. Open at Chambers Bay.
- Network at local events and within state-wide industry associations to build referrals, small market meeting leads and community awareness.

Industry Memberships/Tradeshows/Conferences Budget: $19,642
Meetings and Events Sales

Corporate

Meeting Professionals International Meeting Professionals International is the largest association for meeting professionals. The association has more than 20,000 members, representing 86 countries, from 71 clubs & chapters. MPI provides members, chapters and the global meeting and event community with innovative and relevant education, networking opportunities and business exchanges, and acts as a prominent voice for the promotion and growth of the industry.

Membership Budget: $1,000

Washington State + Oregon State

Conferences/Tradeshows Budget: $1,000
Cascadia Educational Conference

Hobby

Collinson Media Collinson Media produces publications and marketing for the corporate, hobby, sports, diversity, association and religious markets. The company hosts yearly marketplace conferences in their target markets that allow for one-on-one appointments and advertising in their magazines.

Conference/Tradeshow Budget: $3,150
Connect- specialty

Military

Your Military Reunion Connection Your Military Reunion Connection (YRMC) is an association for military reunion planners. This association provides education for planners through conferences that also feature a familiarization tour. During the conferences they offer one-on-one appointments to destination and suppliers.

Membership Budget: $249
Conferences/Tradeshows Budget: $695

Your Military Reunion Connection

Reunion Friendly Network Reunion Friendly Network ConFAMs are a great way for Planners and the Hospitality Industry to connect face to face. Events are held across the country provide an excellent opportunity to learn about a specific destination and reunion planning in general. The website also has listings for destinations.

Membership Budget: $399
Conferences/Tradeshows Budget: $795

CONFAM

Government Market

Society of Government Meeting Professionals SGMP is a national association for individuals involved in planning government meetings and for the companies who provide facilities or services to those planners. Members include employees of federal, state and local governments, as well as contract meeting planners. SGMP enhances and promotes the knowledge and expertise of government meeting planners.

Membership & Monthly Meetings Budget: $800
Go West Summit

Go West Summit introduces the world's top international tour operators to specialty suppliers offering tourism-related products or services in the Western United States and Canada.

Conferences/Tradeshows  
Budget: $1,895

Go West Summit

National Tour Association  National Tour Association is the leading business-building association for professionals serving customers traveling to, from and within North America. The association has 1,500 buyer members and tour operators who buy and package travel product domestically and around the world and 600 destinations and 1,500 tour suppliers - represent more travel product and have access to more business-to-business networking than in any other association in the industry. That includes customers and product in every U.S. state, Canadian province and more than 40 countries.

Membership  
Budget: $399

Conferences/Tradeshows  
Budget: $4,595

Travel Exchange

Contact- sponsorship and attendance

Leisure Sales

Golf

Portland Golf Show  Over the past 21 years, the Portland Golf Show has become the Northwest’s longest-running consumer golf show, and one of the best-attended and most well-regarded consumer golf expos in the country.

Conferences/Tradeshows  
Budget: $1,275

Portland Golf Show

Vancouver Golf + Travel Show  The Vancouver Golf & Travel Show is the largest consumer golf show in Western Canada. Now managed by Cascadia Events, the show is proud to partner with the National Golf Course Owners Association, British Columbia Golf and PGA British Columbia who have officially endorsed and supported the show and its efforts to show case golf in the lower mainland. Over 100 exhibitors, including local golf courses, resorts from around the world, travel destinations, golf manufacturer’s representatives and more will be on hand to help kick off the golf season.

Conferences/Tradeshows  
Budget: $1,295
Vancouver Golf + Travel Show

*Seattle Golf + Travel Show* The Seattle Golf & Travel Show is the largest consumer golf & travel show on the west coast with over 200 exhibitors, travel destinations, manufacturer’s representatives and demonstrators. It is owned and operated by Cascadia Events of Seattle and is supported and endorsed by the Washington State Golf Association, The Pacific Northwest Section of the PGA of America and the Washington State Superintendents Association.

**Conferences/Tradeshows**

Seattle Golf + Travel Show

**Budget: $1,095**

Military

*Passport to Travel Show* A show on Joint Base Lewis-McChord for military reservists, soldiers and family to learn about the area for staycations and area attractions for their families.

**Conferences/Tradeshows**

Passport to Travel Show

**Budget: $1,000**
GREATER TACOMA CONVENTION + TRADE CENTER SALES + MARKETING STRATEGY

Core functions
The Greater Tacoma Convention & Trade Center (GTCTC) Sales Team is responsible for securing local, regional, state and national conventions, conferences, tradeshows and other event business for the Greater Tacoma Convention & Trade Center. The Sales Team proactively pursues and secures new and recurring business to maximize the use of the Convention Center and drive economic impact in Tacoma + Pierce County.

<table>
<thead>
<tr>
<th>Benchmarks [Goals]</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Convention Center Revenue (Rental and Food &amp; Beverage)</td>
<td>$451,000</td>
</tr>
<tr>
<td>Booked Room Nights</td>
<td>12,000</td>
</tr>
<tr>
<td>Lead Conversion Qualified Event Business Leads</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economic Impact to the Greater Tacoma Area</th>
<th>Estimated Impact of Booked Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Results</td>
<td>2013 Actuals</td>
</tr>
<tr>
<td>Convention Center Revenue</td>
<td>$1,358,712</td>
</tr>
<tr>
<td>Booked Room Nights</td>
<td>13,417</td>
</tr>
<tr>
<td>Lead Conversion</td>
<td>45%</td>
</tr>
<tr>
<td>Economic Impact</td>
<td>$7,671,800</td>
</tr>
</tbody>
</table>

* All goals are reflective of convention center sales beginning on April 1, 2013 and results only of convention center sales team (does not include destination team results).

Staff
- 1 Director of Sales
- 2 Sales Managers (Long Term Market)
- 1 DC Sales Representative

These positions are staffed by professionals in the hospitality and tourism industry. These positions will receive competitive salary + bonus + benefits + ongoing sales training + support (administrative, technology and resources) to ensure a dynamic, accountable and successful team that will achieve scope of work and benchmarks.

Target markets [Long Term]

<table>
<thead>
<tr>
<th>Association</th>
<th>Corporate</th>
<th>Education</th>
<th>Fraternal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>Hobby</td>
<td>Military</td>
<td>Religion</td>
</tr>
</tbody>
</table>
Key Strategies

- Increase customer “touches” with local and destination sales calls, client events, site inspections, familiarization tours, promotions, social media and interactive engagements to keep the Convention Center at front of mind with planners.
- Commitment to same day response to ensure the Convention Center is the first responder to clients for all inquiries and leads.
- Engage in industry memberships and attend regularly to build rapport, develop strong relationships with planners, industry partners for referral opportunities and build destination and convention center awareness.
- Quarterly tele-prospecting day to prospect and lead generate for new business and rebook business (repeat, lost and turndown).
- Promote destination and convention center at industry tradeshows and conferences to generate leads and build contacts to increase opportunities to book business at the convention center.
- Commit to attending community events to build stronger relationships with industry partners to ensure positive results during all stages of sales and event; and increase referral opportunity.
- Develop and collaborate with the City of Tacoma Public Assembly Facilities staff on campaigns designed to attract and secure event business. Utilize convention center branded promotional materials to increase recognition.
- Invest in industry sponsorships and marketing opportunities to introduce, attract and secure event business.

Industry Memberships/Tradeshows/Conferences

| Budget: $342,300 |

*Travel, Ancillary and Operational Expenses not included in estimates.*

Association Market

**American Society of Association Executives** ASAE represents more than 21,000 association executives and industry partners representing 10,000 organizations; members manage leading trade associations, individual membership societies and voluntary organizations across the United States and in nearly 50 countries around the world.

Membership & Monthly Meetings

| Budget: $3,000 |

Washington State & Capital Chapters

Conference/Tradeshow

| Budget: $10,000 |

DC Springtime Expo – Tradeshow

Annual Meeting & Exposition – Tradeshow
**Professional Convention Management Association** PCMA is defined by its more than 6,000 meetings industry membership. Leaders from every aspect of the industry join PCMA from trade shows, associations, corporations, suppliers, independent planners, students and faculty members. PCMA is a source for education, professional resources and advocacy for the meeting, convention and exhibition industry.

Membership & Quarterly Meetings  
Budget: $3,000

Pacific Northwest Chapter & Capital Chapters

Conference/Tradeshow  
Budget: $3,500

Convening Leaders – Conference

**Corporate Market**

**Meeting Professionals International** MPI has more than 20,000 members, representing 86 countries, from 71 clubs and chapters. MPI provides members, chapters and the global meeting and event community with innovative and relevant education, networking opportunities and business exchanges, and acts as a prominent voice for the promotion and growth of the industry.

Membership & Monthly Meetings  
Budget: $2,200

Conferences/Tradeshows  
Budget: $18,000

World Education Congress – Hosted Buyer Program

Cascadia Conference – Tradeshow + Hosted Buyer Program

**Government Market**

**Society of Government Meeting Professionals** SGMP is a national association for individuals involved in planning government meetings and for the companies who provide facilities or services to those planners. Members include employees of federal, state and local governments, as well as contract meeting planners. SGMP enhances and promotes the knowledge and expertise of government meeting planners.

Membership & Monthly Meetings  
Budget: $800
Industry Partnerships

*Travel, Ancillary and Operational Expenses not included in estimates.

Meet in Washington State MIWS is a partnership comprised of Visit Seattle, Visit Bellevue, Visit Spokane, Tulalip Resort and Travel Tacoma that collectively invests as a Corporate Sponsor with the American Society of Association Executives. This corporate sponsorship allows representatives from each location to be marketed with preferential rights through print, online, tradeshows and conferences to more than 10,000 members. This partnership increases Washington State + Pierce County + Tacoma recognition.

Marketing

*Travel, Ancillary and Operational Expenses not included in estimates.

In addition to informing others of the Convention Center; the marketing budget is being used multidimensionally to gain interest in Tacoma + Pierce County, and increase sales and profitability. Campaigns, sponsorships and advertising will continue to be leveraged by investments in research, industry associations, familiarization tours, client events, sales calls, tradeshows, conferences, site visits, relationship development, etc. to support the scope of work and benchmarks.

- Meeting Planner Guide + Industry Association Ads - $9,000
- MPI Sponsorship - $3,000
- WSAE Sponsorship - $2,000
- SGMP Sponsorship - $1,000
- Event Upgraded Listing + Banner Ads - $20,000
- Client Site Visits - $15,000
- Sponsorship of Hosted Events - $10,000
- DC Client Events - $10,000
- Sales Calls + Appointments - $10,000
- Promotional Giveaways - $5,000
- Campaigns - $1,000

Education

*Travel, Ancillary and Operational Expenses not included in estimates.

- Destination Marketing Association International Annual Convention - $2,000
- PCMA/MPI Industry Summit - $500
- Professional Sales Class - $2,000
MARKETING + COMMUNICATIONS

Core functions

**Marketing** – Creating and cultivating a destination brand, producing and distributing key regional publications, creating and maintaining digital presence across devices and key social media platforms, Maintaining destination brand by creating key marketing assets such as photography and video, advertising destination on relevant print and online publications.

**Communications** – Pursuing earned media through travel writers and local press. Staying front-of-mind with audiences through regular electronic newsletters, communicating with public and stakeholders about organization activities, creating and cultivating a strong editorial tone.

Goals - TBD

- Unique web visits: ~275,000/yr
- Social Media Metric TBD
- Published Articles [earned media]: 150

Key strategies

Focus on our iconic images: Glass Art, Collector Vehicles and Mount Rainier National Park

2015 U.S. Open, including:

- Increased focus on public relations strategy to increase coverage of destination in golf media

- usopen.traveltacoma.com

- Increase digital marketing efforts to reach highly targeted audiences of travelers who have expressed interest in our destination, or assets that we offer.

Increase awareness of our geographic location: We’re not Washington D.C. We’re close to Seattle, but still a distinct destination.

- When appropriate, participate in cooperative advertisements and promotions that highlight niche markets, including golf, maritime and agritourism.

Staff

- 1 Director of Marketing + Communications
- 1 Marketing Manager
- 1 Communications Coordinator

MARKETING

Website + Customer Relationship Management upgrades and services

**Budget: $162,202**

Two of the most important tools we use to attract and serve our visitors—TravelTacoma.com and CRM, will see major improvements. These include website hosting, marketing, domain and content management, and other fees associated with running and maintaining a website. 2015 costs include major site upgrades, responsive design, and set up costs of moving to new content management and customer relations management systems. This investment is also replacing several tools we are currently using, to include in a comprehensive package.
Social media monitoring and engagement improvement

As always, it's critical that all online marketing that is deployed to drive exposure for Tacoma + Pierce County is based on driving business results for its partners, and exposure for the destination. It's more than just online marketing – it's about results and understanding what is working and what is not. These social content initiatives need to be viewed both on a standalone basis, and holistically as each strategy will ripple up into the overall destination digital marketing plan. We need to watch how one initiative helps to push the needle forward for the website as a whole. Similar to other initiatives, primary website objectives that will be tied to each campaign are focused on conversion metrics, following the model below:

**Continuously improving campaign performance over time**

Individual posts will be tracked based on channel engagement, traffic driven to the site, and conversions from that traffic. We will look for correlations between these metrics to determine the best way to adjust content and increase conversions.

Content units or categories will be similarly measured. Determining the aggregate success of a category will help us refine our focus.

Each month, based on the previous month's data, we will revisit and refine the proposed content.

We will measure levels of conversations over time, examine spikes and what caused them, and determine how conversation topics and volume relate to conversions on-site.

**Social media** channels we actively utilize:

- Facebook
- Twitter
- Pinterest
- Instagram
- YouTube

Advertising

2015 will be a year of new focus on digital marketing, it will include investments in highly-targeted social media and digital ads, with a focus on audience behavior (qualified audiences) and opportunities for Search Engine Optimization.

For print advertising we will focus on publications that reach potential visitors interested in the greater Puget Sound area. We're a drive market; as such, we are focused on publications that could reach potential visitors in driving distance.

Other considerations:

- Content / brand identity of the publications that aligned with our destination brand.
- Affordability and availability of half to full page ads.
- Ability to promote destination during shoulder season months.
- Addition or inclusion of online presence.
Print ads planned for 2015 (42,100)

Continue targeting leisure visitors interested in the greater Puget Sound area by advertising in the official Washington State Visitor Guide [WTA publication] and official Seattle Visitor Guide [both the spring/summer and fall/winter versions]. ($13,600 Visit Seattle)/$!? Washington State Visitors Guide

Place two ads in the AAA 'Western Journey' magazine, distributed to AAA members in WA and Idaho. Targets upper-middle class, drive market. ($10,000)

Target in-bound fly market with two ads in Alaska Airlines, and Horizon Air in-flight magazines, Seattle and Washington issues. ($9,000)

1 full page ad in ‘Essentially America’ a Chinese Magazine that is sent to Chinese travelers who have applied for U.S. visas. ($9,500)

All ads will focus on one of three brand icons, depending on publication audience. In addition, every ad mentions that we’re home to Chambers Bay Golf, site of the 2015 US Open.

Digital advertising planned for 2015 (23,500)

Our digital advertising is designed to grow our social following and increase website traffic so that we build a relationship with past and potential visitors.

Facebook Sponsored Posts: To use for special promotions, and to grow our fan base Sponsored Posts are our strategy to bring in new followers by using Facebook’s highly targeted campaigns. ($3,000)

Twitter promoted tweets: To use to grow our Twitter following by targeting groups who would benefit from our content. Mostly using twitters social cards. ($3,000)

TripAdvisor Sponsor page: TripAdvisor is the #1 site leisure travelers go to when in the early planning stages of their trip. Sponsorship of the Tacoma Page will give those planning a trip the best possible impression of the destination and drive traffic to our site. ($15,000)

TripAdvisor banner ads introduce our destination to those who would be most likely to visit. ($5,000)

ExperienceWa.com Custom Content Creation: Content “48 Hours in Pierce County” piece will be on Experience Wa website, featured in social media, and promoted through banner ads. The content will drive visitors to TravelTacoma.com and help our SEO ($2,500)

Google Ads

Destination Brand Photography and Video Assets

Budget: $10,000

Photography and Video asset creation that match our brand and continue to grow “Fearless Exploration”

Provide content and high-res photos to community partners so travel/visitor-related messaging is consistent throughout destination [i.e. Tacoma Chamber of Commerce is great example]
COMMUNICATIONS

Public Relations Budget

Includes tools for digital engagement with media, and tools for tracking and measuring the success of our public relations programs. Also includes PR expertise to pitch stories internationally.

**Broadcast Monitoring** Media monitoring service allow us to better track coverage, it also allows us to target writers who cover specific topics and interests, such as our three brand icons and golf. ($25,000)

**Earned media** Target top-tier travel blogs and websites geared at golf enthusiasts, Target travel and lifestyle journalists/writers that regularly cover one of our three icons: glass art, collector vehicles and Mount Rainier National Park. Also allows us to give travel writers the best introduction possible to our area with familiarization tours.

Develop content for media pitches/pitch calendar around three brand icons. We will pitch these stories to vetted journalists / writers that cover glass art, collector vehicles or national parks [Mt Rainier National Park].

Work with izi to target Chinese Independent travelers through media coverage in key publications and blogs. ($19,000)

Participation at 2014 PRSA [public relations society of America] Travel + Tourism Symposium to meet with travel writers and pitch destination stories directly. ($1,500)

Travel Bloggers Expo. The world’s largest gathering of travel bloggers, a great way to network with the most influential online travel writers. ($597 registration, $1,500 travel – adjusted to match destination)

Participation in DMAI annual meeting...

Planned printed publications

**Official Tacoma + Pierce County Visitor Guide**

**Official Tacoma + Pierce County Meeting Planner Guide**

Produced and distributed in partnership with SagaCity. Included in our budget for fulfillment costs is a fee to support distribution for our materials at the Seattle-Tacoma International Airport. There are several locations throughout the airport where our information is available. Additionally, distribution points include locations along I-5, and several locations in Oregon.

Email marketing publications

**Budget:** $1,600

Update look and feel of eBlasts to be easily consumed on mobile. Budge is for Constant Contact.

**Leisure Visitor:** golf, outdoor adventure with emphasis on MRNP, cultural arts with emphasis on glass art, performing arts, collector vehicles

**Tour + Travel:** itineraries that revolve around the four seasons with emphasis on three brand icons and destination product offerings that can accommodate group travel.

**Meetings + Events:** primary focus on what’s new/renovated/etc., in destination. Secondary focus on brand icons.
Other

Business Collateral: Business cards, letterhead, other promotional materials ($6,000)

Postage ($100)

Marketing + Communications Travel and Entertainment ($1000)

Why Tourism Matters ($500)

Staff Development Education and Networking

The American Institute for Graphic Arts [AIGA] ($150 - supporter level)

American Marketing Association - $440 ($220 each)

PRSA Memberships ($800)

AP Style Guide Online ($228)

DMAI?
VISITOR SERVICES + CONVENTION SERVICES

Core functions

Visitor Services – Influence visitor spending, widen regional visitor distribution, lengthen visitor stays and increase visitor awareness and spending by providing regional recommendations, visitor guides, brochures and maps. Additionally, Visitor Services seeks to be the regional leader for Frontline professional awareness and understanding.

Convention Services – Ensures the success of meetings and events in Pierce County by providing event marketing supportive materials, pre and post itinerary development, onsite concierge services, a housing bureau and a local resource for planners. Convention services are designed to lengthen delegate stays, increase regional spending and ensure repeat bookings.

Staff

- 1 Director of Visitor Experience
- 1 Visitor Experience Coordinator

Program results [goals]:
Build off first year at new VIC location – need numbers
Increase of volunteer hours
Build community profile for customer service
Meeting planner support of 50 groups
First full year of Group Resume, build it beyond the Convention Center groups
Build base for customer knowledge through surveys

Objectives

- Increase destination awareness to visitors and planners.
- Provide support to marketing and sales programs through continued engagement of visitors and planners as well as follow-up surveying.
- Improve destination frontline professional engagement and knowledge.

Program focuses:

Visitor Center operation, regional VIC relationships [$7,500] + [$15,000 for part time VIC staff]
The Visitor Information Center located in the Greater Tacoma Convention + Trade Center is the location for visitors to start their stay in Pierce County and to get their information for everything to see, do and stay while in Pierce County. The TRCVB also aims to develop and maintain relationships with the other Pierce County visitor centers to provide consistent and useful information to our destinations visitors.
Volunteer program

The Visitor Information Center is staffed, full time, by professional volunteers with a wealth of irreplaceable information. The volunteers also provide support to the entire TRCVB through individual projects and missions. We aim to grow our volunteer base and keep them well educated in everything about Pierce County.

Frontline Awareness and Training program

Education and destination awareness is important to those that are the first line of interaction and engagement with our visitors. Having those professionals well versed and knowledgeable about what there is to see, do and stay in Pierce County is paramount to making Pierce County a great place to visit.

Kiosk program

The information the TRCVB harbors on our website and Visitor Center are important for our visitors. We need to find a way to engage and provide the information needed to our visitors in the locations they are at. These digital kiosks will be an extension of our organization reaching the visitors we typically don’t touch. Engaging them will help increase our reach and visitor demographic understanding.

Meeting planner engagement and continued support

Providing meeting planners the support needed to continue finding the resources needed in Pierce County. Including pre and post itinerary planning, transportation planning, materials, bags, collateral and conference promotion support. Additionally, we utilize the Group Resume to help get event information to necessary businesses and tourism community.

Visitor engagement

Follow up visitor surveying, visitor engagement in the Visitor Center.

Meetingmax housing bureau

Meeting planner tool to help manage and maximize group blocks.
2015 U.S. OPEN ACTIVITIES + OPPORTUNITIES

Marketing + Communications
Increase marketing efforts to the 'golf enthusiast niche market.

Destination ads will mention the 2015 U.S. Open in 2014, regardless of market [meetings + events, leisure and tour + travel]

Increased media pitches to golf enthusiasts.

Partner with Hotel Murano, Museum of Glass and Tacoma Art Museum on golf media FAM. Invite golf writers to visit the destination between June 2014-June 2015 in lead-up to the Open.
BOARD OF DIRECTORS

The TRCVB is governed by a volunteer Board of Directors representing a cross-section of the tourism industry.

Officers:

Chair:
Dan O’Leary, Silver Cloud Inn

Chair Elect:
Jeremy Foust, Whittaker Mountaineering

Secretary:
Ellie Chambers-Grady, City of Lakewood

Treasurer:
Laurie Beck, Shilo Inns

Past Chair:
Monique Trudnowski, Adriatic Grill

Directors:

Matt Allen, Chambers Bay Golf Course
Kim Bedier, City of Tacoma
Trudy Cofchin, LeMay Family Foundation
Denise Dyer, Pierce County
Kathy Franklin, City of Gig Harbor
Mike Gommi, Courtyard by Marriott Tacoma
Mark Horace, Hampton Inn and Suites DuPont
Stan Kott, Hotel Murano
Evan Marques, Eisenhower & Carlson, PLLC
Bill McDonald, City of Puyallup

Kathy McGoldrick, Museums and the Arts
Carmen Palmer, City of Sumner
Ralph Pease, Argosy Cruises/Tillicum Village
Laurel Potter, City of Fife
Joanne Selden, Selden Furniture
Kyle “Skip” Smith, Smith-Western Co.
Col, Anna Sullivan, Joint Base Lewis McChord
Shon Sylvia, Metro Parks Tacoma
Stephanie Walsh, Lakewold Gardens