



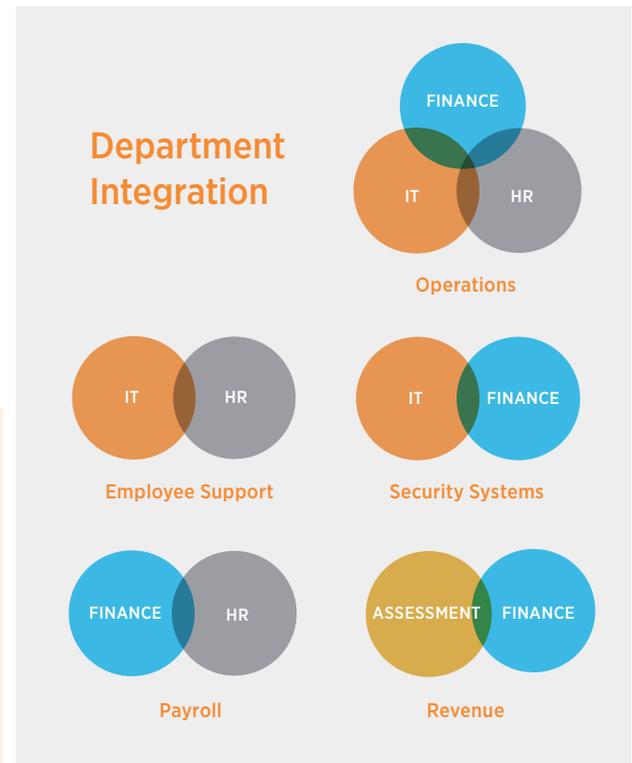
Operations

Thriving organizations require a strong foundation. With a strident focus on accountability and fiscal integrity, Visit California is committed to operational excellence and efficiency on a daily basis.

FY15/16 Program Highlights

FY15/16 was spent building the foundation and expanding infrastructure, reflecting the growth in the Dream Big Dividend funding environment. Major initiatives included overhauling financial processes, developing Human Resources management systems and expanding staff support and office resources.

- Recruited, hired and trained 16 new employees to scale staffing along with organizational growth.
- Established a formal mentoring program among employees to ensure seamless integration of new staff and improve retention and productivity with existing employees.
- Revamped the Employee Handbook to align with a new onboarding process and stay current with ever-changing labor laws.
- Overhauled the health benefit plans offered to maximize value and employee preferences, as well as maximize retention.
- Developed new self service online Human Resources Information System to manage and oversee HR activities electronically including benefits administration, talent management, performance review, employee time, labor and payroll.
- Expanded office space by 16 percent to include a mix of office spaces, break areas, and conference and meeting rooms, to accommodate organizational growth.



- Overhauled financial procedures to scale with the new budget environment and accommodate growth needs.
- Refined financial chart of accounts to better align with programmatic needs.
- Conducted 18th annual unqualified financial audit.
- Increased the number of business locations that filed assessment forms by more than 5 percent, compared to the year prior.
- Improved research and verification processes to introduce the assessment program to newly assessable businesses.
- Updated obsolete individual technology systems and modernized software to encourage more collaborative workflows.

Strategic Priorities

Human Resources & Facilities

Fostering a culture of collaboration and achievement, Human Resources works to recruit, develop and retain talent, while Facilities cultivates an office environment that encourages optimal performance.

Human Resources

Implement new Human Resources Information System through strategic employee roll-out to educate users and increase efficiencies between online and in-person HR support.

Optimize the employee performance evaluation process. Aligning corporate goals with industry standards in review management, Visit California will offer employees more robust feedback and professional development plans in a streamlined process.

Recruit, hire and train new employees to continue to scale staff appropriately to reflect activation of the Dream Big Dividend growth.

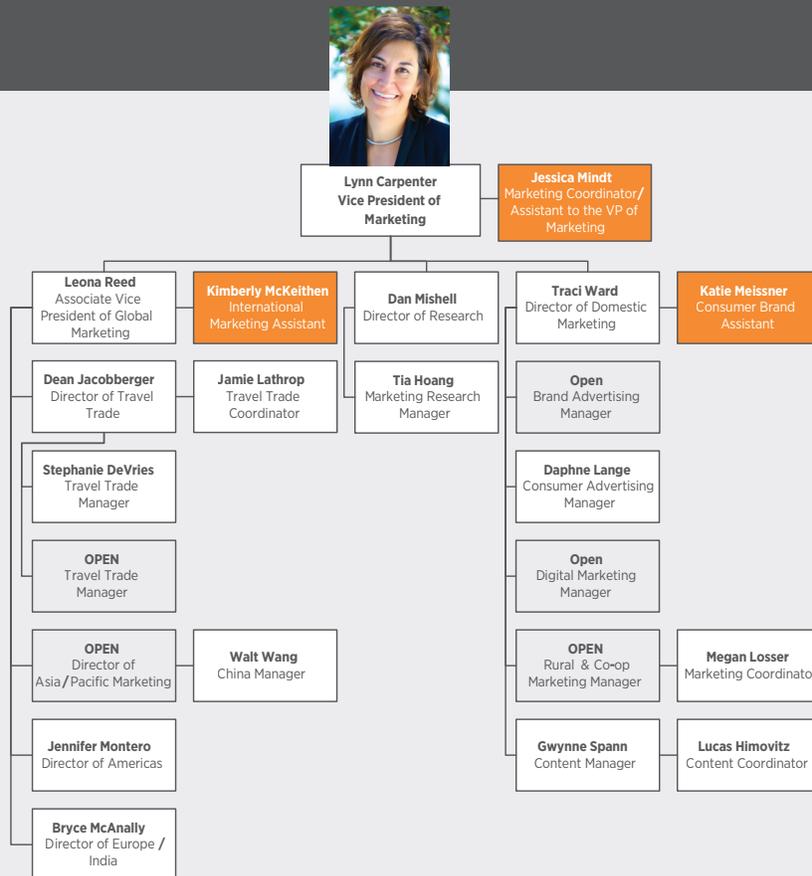
Organizational Chart



Marketing

23 Full-Time Employees

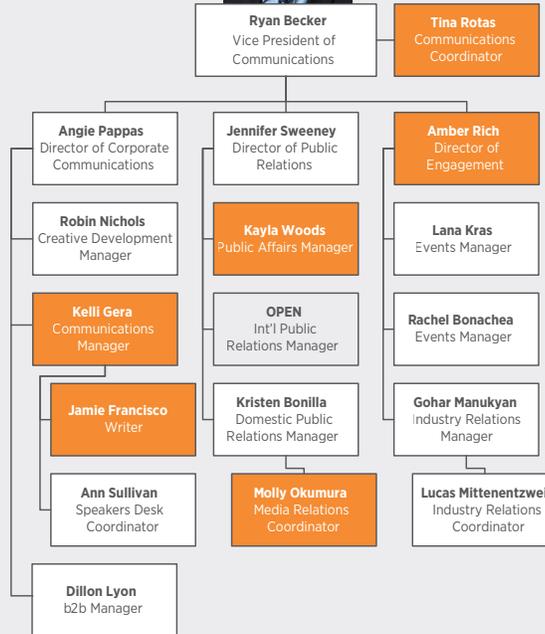
■ New Hire



Communications

18 Full-Time Employees

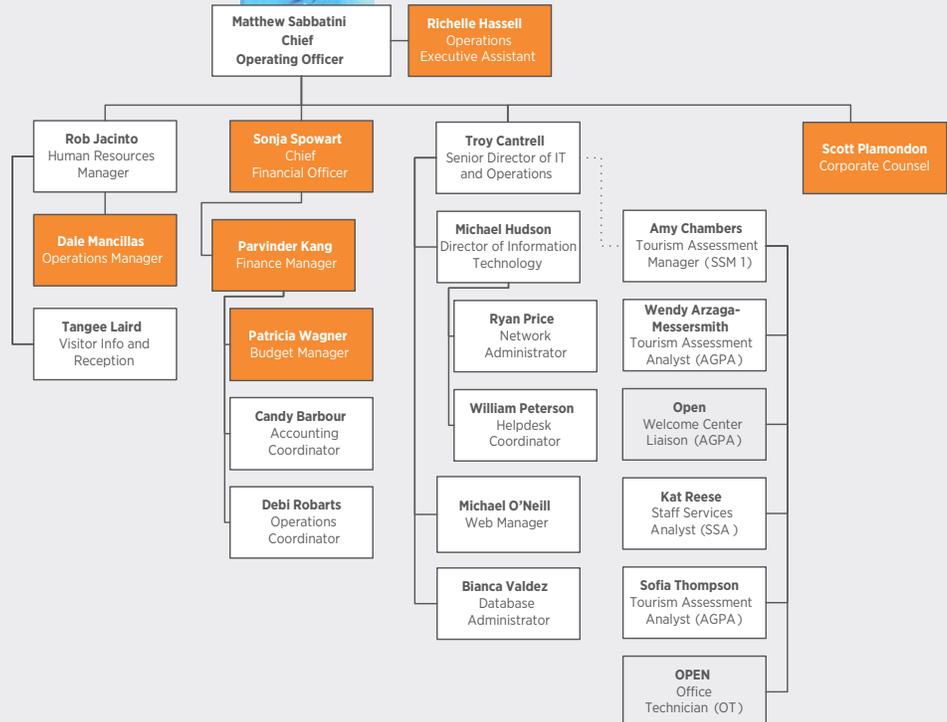
■ New Hire



Operations

16 Full-Time Employees/6 State

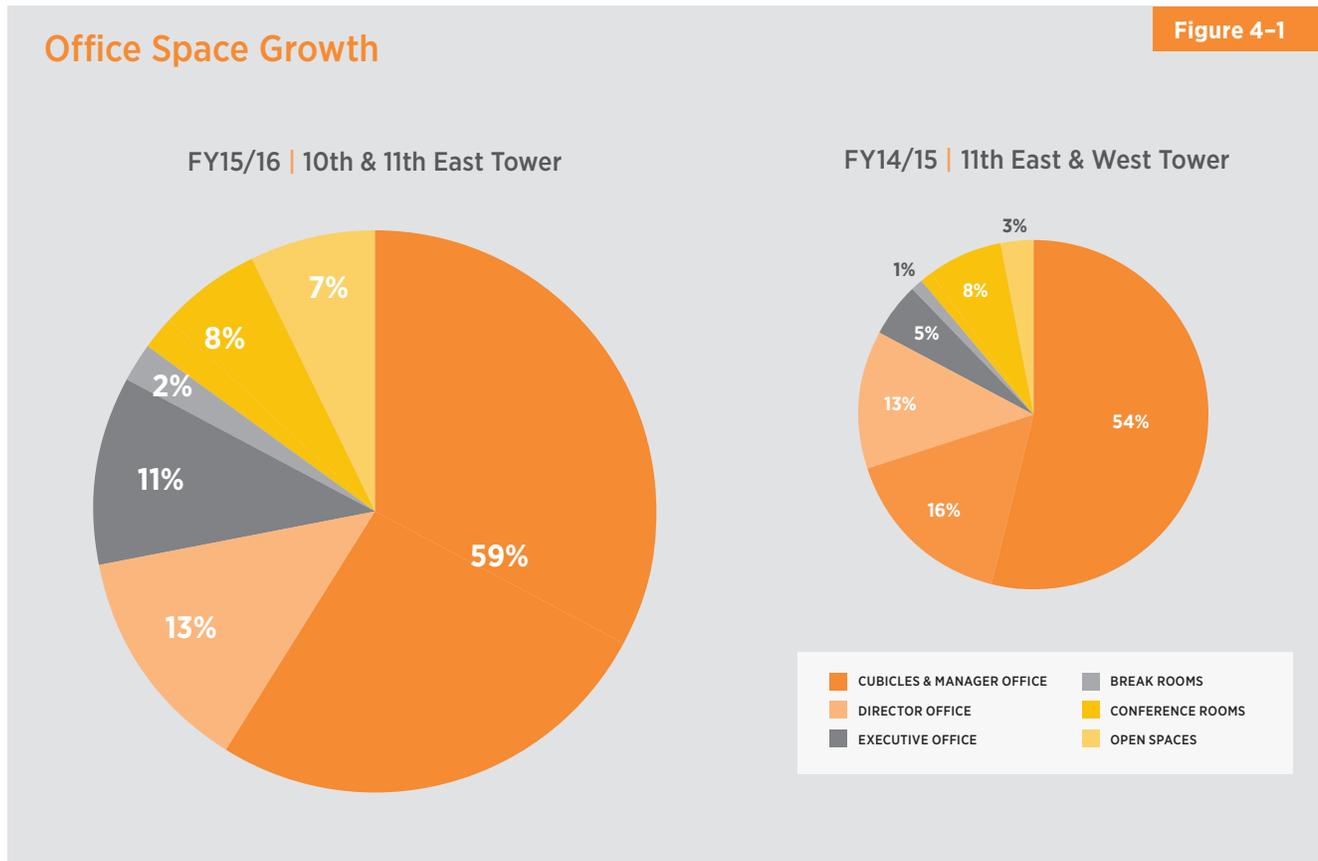
■ New Hire



Facilities

Maintain state-of-the-art office space by identifying and improving aesthetics, increasing on-site resources for employees, and employing upgraded technology as needed to foster optimal productivity and efficiency.

Improve environmental stewardship by continuing to seek resource conservation, reduce waste and implement sustainable processes across operations.



Finance

Finance administers strategic processes that maintain Visit California's long-term financial health and ensures rigorous financial stewardship, robust budget management and accountability.

Upgrade accounting technology to improve ongoing financial management while preserving organizational transparency. New capabilities will facilitate clearer cross-departmental budgeting.

Refine financial procedures to ensure accuracy with more revenue and expenses. As the organization continues to scale, Finance will identify opportunities for increased efficiencies, including month-end processes, external compliance, third-party oversight, refined user permissions for streamlined approval processes and any opportunities for integration and automation.

Identify the needs of foreign currency. With increased international contracts, investigate the cost-benefit analysis and assess the need for foreign exchange hedging to optimize exchange rate fluctuations.

Accelerate financial reporting process to increase frequency of meaningful financial statements from quarterly to monthly, allowing for a greater degree of transparency of financial initiatives.

Develop dashboard for regular assessment of financial performance to monitor spending and contracts, and better manage reserves.

Build annual budget by month for a more meaningful cost capture and comparison of budget to actuals.

Optimize investments. Explore cash flow trends and implement more aggressive investment policies to minimize risk and increase interest and investment yields.

Analyze revenue composition and forecast cash flow. Visit California will validate revenue predictions against external variables, including economic conditions and segment impacts to provide more accurate analysis and revenue forecasting.

quantitative +
qualitative data =
revenue projection

Assessment

Ensuring the balance and effectiveness of Visit California's revenue collection and growth, Assessment manages ongoing outreach to the state's assessable and potentially assessable businesses, ensuring quality and compliance of the assessment program.

Implement electronic process to increase submission channels for businesses and refine record tracking for the Assessment team. Technology upgrades will allow for electronic business filings, electronic payments, additional database maintenance, improved accuracy of application and increased access to historical records.

Update assessment model data tool to provide tourism averages by industry segment and location to aid in evaluating the percentage of business revenue subject to the tourism assessment.



Advance customer service to increase efficiencies and improve satisfaction.

- Utilize a service solutions expert to identify operational challenges and opportunities.
- Evaluate and track customer service levels on all points of contact.
- Leverage Customer Service Alert tools to improve immediate access to important program data.

Streamline communications plan to ensure businesses are communicated through the right channels with a message that will resonate at appropriate times. Coupled with an evaluation of cadence, distribution channels and tailored messages, the Assessment team will review the process of sending notices, improve assessment form design, clarify filing instructions and update audit procedure to improve efficiency.

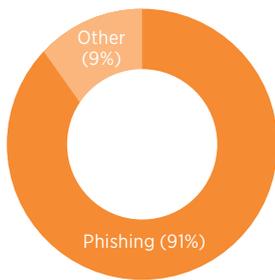
Maintain accurate data of potentially assessable businesses through data acquisition initiatives and database hygiene programs to ensure program growth. Couple data management with a strategic communications plan for introducing the assessment program to new businesses.

Information Technology

Building and maintaining the infrastructure necessary to ensure efficient operations and continuously innovative organizational presence online while maintaining security in a continually changing environment. Information Technology touches all aspects of Visit California, from user support, customer relationship management (CRM) platforms, financial management systems and communications platforms.

Evolve network infrastructure. Maintain and improve speed and security of network infrastructure, while updating obsolete equipment, to ensuring network resilience in a busy business environment.

Troubleshoot any challenges that could affect email systems, including SPAM, Malware, Virus, Phishing attempts.



91% of Advanced Persistent Threats start with Phishing.

Update industry.VisitCalifornia.com CMS. Replace current Content Management Systems (CMS) with updated technology, including more secure and scalable foundations, increased page load speeds, responsive design, browser compatibility, search engine optimization and updates to the user interface and information architecture.

Maintain Visit California's role as online innovator. Build on the organization's mission-centric place as an industry leader in web development by continuing to improve existing online resources and supporting launches of new online products.

Improve mobile experience across systems to keep end-users connected in an increasingly mobile environment.

Enhance security measures to address expanded threats and increased visibility of the organization by implementing two-form factor authentication, intrusion detection and prevention systems, and next generation firewalls with active threat tracking systems.

\$90—\$305

The average security breach can cost a company between \$90 and \$305 per lost record, according to a new study from Forrester Research.

Protect data management systems. As Visit California grows, so does the need to ensure data safety, which will be done through increased security monitoring, complex recovery systems, business continuity planning, storage processes and backup tools.

Figure 4-2

Data Management Systems Threats

Across the United States, businesses lose billions of dollars annually, reinforcing the importance of protecting data management systems.

