



**DOMESTIC PUBLIC RELATIONS SERVICES RFP**

***Questions & Answers***

**12 companies submitted an ‘Intent to Bid’**

**Questions & Answers**

- 1. Does the budget cited in the RFP include the agency retainer fee and out-of-pocket expenses for all components of the plan (ie: press and influencer trips w/ flights and in-destination activities, PR events and activations, paid influencer fees, etc.)?**
  - A. The budget cited in the RFP (\$650,000) does not include OOP expenses or funds needed to support components of the plan such as press trip hosting, large scale campaigns, etc. The budget is solely for the agency fee.
  
- 2. Can you please confirm how OOPs are handled for large expenditures like event productions, etc. Do you allow agencies to pre-bill to ensure funds are in-house when invoices arrive?**
  - A. OOP are typically reimbursed during monthly invoicing. We do allow agencies to prebill up to 50% of a project with an approved project brief. The final 50% will be reimbursed when all backup documentation is received. Agencies should have enough financial resources to support an account and activities of our size with this requirement.
  
- 3. Does Visit California provide a media monitoring service or will this cost come out of the annual budget?**
  - A. Visit California uses a media measurement and monitoring service that is paid for outside of this scope. However, our current resources also provide reports and monitoring, which are necessary for the organization’s ongoing reporting.
  
- 4. What are the current measurement tools used to showcase ROI?**
  - A. For earned media and influencer campaigns, we consider a variety of KPIs including, Media Impact Score (proprietary and objectively evaluated by a third-party service), indicators related to overall California share of voice compared to our competitors, number of secured placements, audience/impressions, reach and engagement.
  
- 5. The Visit California Media Quality Index measurement strategy is referred to on p. 18 under the “overall Proposed Work Plan Requirements” – is there an attachment or can we view it on the website?**
  - A. It is on page 132 of this FY20-22 Strategic Framework referenced on our industry website: [here](#).

**6. Are submitting agencies required to have a physical office in California? Will remote team members in the destination suffice?**

- A. Geographically based offices are not a requirement. However, the agency should be able to demonstrate strong media relationships across all hubs (including New York and California).

**7. Are you looking for the PR Agency to also support Visit California's trade relations?**

- A. No.

**8. From a strategic and creative standpoint, what about your current strategy is working? What would you like to see evolve in your next campaign?**

- A. Our strategy has had to remain nimble over the past year in particular, which has been a strength. We are also interested in hearing the proposers' thoughts on what's working and how our campaigns should evolve. You can review a sampling of past campaigns in our annual report, Year in Review, which can be found [here](#) and on our industry [newsroom](#).

**9. Outside of COVID-19, what is the biggest challenge faced by the state's travel/tourism department?**

- A. COVID-19 is a pretty big problem, with many layers and long-lasting implications, including for Visit California's funding in the near term. But beyond COVID-19, there are plenty of other existential threats out there, including overall perception of California as a place where wildfire season overtakes the state for four to seven months of the year, or where it so unfriendly to businesses that they are leaving the state in droves, or where housing prices are so exorbitant it is driving an unsolvable homelessness crisis. We don't believe any of those perceptions are founded in truth, or the whole story, and it's our job to combat a growing media narrative around those ideas.

**10. What are the target domestic U.S. markets for Visit California (once interstate travel is less restricted)?**

- A. We expect to continue to see a jagged recovery timeline for some time, with regional road trips coming back before long-haul travel. California's in-state audience will continue to be critical to driving our state's economic recovery. For an interim period depending on consumer sentiment and travel-readiness indicators, we may concentrate efforts on western drive markets (Phoenix, Portland, Seattle, Las Vegas, Salt Lake City, Austin) before rolling out initiatives farther east -- though national media coverage will always be an overall objective.

**11. Are you able to share the Visit California: Dream and Deliver Marketing Strategic Framework FY20-22 for our reference when crafting our strategy?**

- A. The strategic plan for next FY21/22 is currently being developed and will be reviewed by our Board of Directors in May, in the meantime you can find an accessible version of the Strategic Framework FY20-22 referenced on our industry website: [here](#).

**12. What are you looking for most in a PR partner?**

- A. This is outlined in detail in the RFP. Top qualities include: Providing strategic leadership amongst our agency network, demonstrated strong media and partnership relationships and acting as a seamless extension of our Public Relations HQ team.

**13. Is work with other tourism entities (city CVBs, regional tourism offices, etc) in California a conflict of interest?**

- A. No, work with tourism entities within California is not considered a conflict of interest.

**14. Is the current agency of record participating in the RFP process?**

- A. Yes.

**15. Is this a required RFP based on the current agency's contract period?**

- A. Visit California bylaws require the organization to conduct an RFP every three years for a contract of this scale.

**16. Can you tell us who your incumbent agency is? Are you pleased with their work?**

- A. MMGY NJF is the incumbent and they have submitted an Intent to Bid.

**17. Do you have one agency currently covering the scope of work for this RFP, or multiple?**

- A. One.

**18. Who are the other agencies you have invited to bid? (If unable to name: How many agencies?)**

- A. The RFP was posted publicly and sent to agencies that have expressed interest in bidding in the past. 12 agencies have submitted intents to bid.

**19. How were firms selected to participate in the RFP process?**

- A. The RFP was posted publicly and sent to agencies that have expressed interest in bidding in the past. 12 agencies have submitted intents to bid.

**20. How many finalists will be chosen for oral presentations / in-person visits?**

- A. The selection committee will determine how many oral presentations to consider, based on the written proposals.

**21. Can the winner of the RFP suggest any clarifications or additions to the standard Contract to reflect agency's services, and if so, can a redline of the contract be submitted?**

- A. Yes, while not guaranteed that we will accept, we are happy to discuss potential changes.

**22. What has been Visit California's largest measurement of PR success in the past 5 years? Past 10 years? What are some of your most successful PR initiatives, and why?**

- A. Visit California has had many major Earned Media-led wins in recent history that have given us a strong foundation on which to build, including:
- Larger-than-life stunts and campaigns in response to major crises or milestones, including the Grateful Table wildfire relief event (2017), Highway 1 Dream Drive (2018), the launch of the West Coast Tourism Recovery Coalition (2018) and Gold Rush Rally (2019)
  - Memorable broadcast integrations, including an all-California season of "Top Chef" (2016), GMA3 (2019) and Somebody Feed Phil (2020)
  - Marquee brand partnerships with Michelin Guide, Saks Fifth Avenue and World Surf League
  - Phenomenal industry participation and satisfaction in joint media engagement opportunities, including events, bootcamps, press hosting, etc.
  - And in the past year since Covid has devastated our industry, we've launched a Responsible Travel Code, found new ways to keep California top of mind and pivoted several of our events and campaigns to digital.
  - You can also review a sampling of past campaigns in our annual report, Year in Review, which can be found [here](#) and on our industry [newsroom](#).

**23. Are there any specific areas of improvement that Visit California would like to see from its PR efforts and/or relationship with its agency?**

- A. This is outlined in detail in the RFP. Moving forward, we hope to secure a strategic partner who can advise and execute work that will lead our organization through this period of unprecedented recovery needed by our state.

**24. Would representation of non-west coast state tourism organizations, e.g. northeastern or southeastern U.S. be viewed as conflicts of interest?**

- A. Competitive conflicts of interest are considered on a case by case basis. California has every intention of remaining the nation's No. 1 tourism destination, and will need a partner committed to keeping our place amongst the competition.

**25. On page 13 of the RFP, it states "Include any 'dream big' or 'out-of-the-box' ideas that would support Visit California's brand and publicity efforts". Should these ideas be shared within the response to the "Future Scope of Work" (Section 4) in our proposal?**

- A. Yes.

**26. Referencing page 10 of the RFP (point #7), do you have an internal crisis team and strategy that we would be supporting, or would the AOR be required to lead crisis communications readiness and strategy development and execution?**

- A. We do have an internal crisis team, as well as the support of a Public Affairs agency, all working together to develop messaging, industry relations strategy and response initiatives. PR Agency may be asked to lead strategy development and execution at times, depending on the nature of the crisis and critical audiences.

**27. Of the 12 tourism regions in California, which are your priority?**

- A. All 12 regions are of equal importance.

**28. Which regions are the most popular among travelers; do these differ for in-state vs. out-of-state travelers?**

- A. We recommend you peruse our research for a comprehensive look at travel spending and occupancy trends across the state. Clearly, those trends have shifted dramatically in light of the pandemic.

Find more information here:

<https://industry.visitcalifornia.com/research/researchdashboard>

And here: <https://industry.visitcalifornia.com/marketing-communications/coronavirus>

**29. Conversely, are there lesser known regions/destinations that need more help or are worthy of greater focus?**

- A. Yes. Media always want to tell stories about lesser known regions/destinations. We recommend you peruse our research for a comprehensive look at travel spending and occupancy trends across the state. Clearly, those trends have shifted dramatically in light of the pandemic.

Find more information here:

<https://industry.visitcalifornia.com/research/researchdashboard>

And here: <https://industry.visitcalifornia.com/marketing-communications/coronavirus>

**30. Have any of the 12 regions maintained a somewhat stable tourism base during the COVID-19 pandemic?**

- A. We recommend you peruse our research for a comprehensive look at travel spending and occupancy trends across the state. Clearly, those trends have shifted dramatically in light of the pandemic.

Find more information here:

<https://industry.visitcalifornia.com/research/researchdashboard>

And here: <https://industry.visitcalifornia.com/marketing-communications/coronavirus>

**31. Is a priority to have travelers go to multiple cities within California on a single trip or for travelers to travel multiple times a year to different cities each time?**

- A. Yes.

**32. Any specific CA destinations to highlight or avoid? Any priority sectors/industries to focus on?**

- A. All 12 California tourism regions are of equal importance. Our priorities industry sectors include hotels, rental cars, retail, restaurants, attractions and transportation services.

**33. Is there a PR priority hierarchy for the key categories of Accommodations, Restaurants and Retail, Attractions and Recreation, Transportation and Travel Services and the Passenger Car Rental Industry?**

- A. Each of these categories are of importance to Visit California as they each contribute to the overall travel experience and are all considered members of our assessed business community.

**34. Is there a “sweet spot” age/demographic for your target audience?**

- A. More details about California’s Global Target Audience can be found in the Strategic Framework FY20-22 referenced on our industry website: [here](#).

**35. Can you elaborate on the “well-researched” consumer motivations?**

- A. You can find details on consumer motivations in this accessible version of the Strategic Framework FY20-22 referenced on our industry website: [here](#). We also recommend you peruse our research, <https://industry.visitcalifornia.com/research/researchdashboard>.

**36. Are there specific story pillars or topics that are most important to Visit California?**

- A. More details about California’s pillar experiences can be found in the Strategic Framework FY20-22 referenced on our industry website: [here](#).

**37. Are you currently doing any proactive marketing to attract travelers, and if so where/to what extent?**

- A. As you can imagine, this is an ever-evolving situation. More information about our current approach can be found here: <https://industry.visitcalifornia.com/marketing-communications/coronavirus>

**38. Can you share how deep the impact of COVID-19 has been on CA tourism? What are your top key learnings from the pandemic? Any shifts you’ve made already to improve tourism in the state?**

- A. We recommend you peruse our research for a comprehensive look at how travel spending and occupancy trends have shifted throughout the pandemic. This research guides our efforts and any shifts we make.

Find more information here:

<https://industry.visitcalifornia.com/research/researchdashboard>

And here: <https://industry.visitcalifornia.com/marketing-communications/coronavirus>

**39. Pre-pandemic, where (outlets/platforms/publications) did you focus most of your ad spend?**

- A. More details about California’s pre-pandemic media strategy can be found in the Strategic Framework FY20-22 referenced on our industry website: [here](#).

**40. What has been your greatest struggle in working with media during the COVID-19 pandemic?**

- A. We've managed to pivot with the situation and find ways to keep California top-of-mind, but it has of course proven challenging at times to talk about travel when we can't always be actively promoting travel. You can read more about what we've done by reviewing our latest annual report, Year in Review, which can be found [here](#) and browsing PR articles on our industry [newsroom](#).

**41. Have you hosted any media or influencer trips/experiences? Have your policies about hosting trips/experiences changed in light of COVID-19?**

- A. We have remained nimble to the current environment, hosting only when appropriate to do so and on a case by case basis. Our focus has been on in-state media and content creators first. We have also adapted a new Media Visit Travel Waiver and Release Form.

**42. Who are your top competitors?**

- A. We are interested in the proposers' analysis and expect it to be built into their proposals.

**43. Who do you think is "doing it right" in this new environment**

- A. We are interested in the proposers' opinion on this.

**44. Which piece of marketing or PR from another tourism board do you wish you'd done – and why?**

- A. We are interested in the proposers' thoughts on stand out PR programs, and ways to innovate that will set us apart from the competition.

**45. Does Visit California collaborate with other regional tourism entities in the state? Are there opportunities for creative partnership?**

- A. Yes.

**46. How important is it to Visit California for an agency to have specialists and/or resources that can build programs and communications for diverse audiences?**

- A. Very important.

**47. Once international travel becomes more regular will you bring on another agency to handle PR in key international markets, or are you looking for an agency that can start at the national level and flex to a global scale when/as needed?**

- A. This RFP is for our domestic PR agency only.

**48. Per Part 1, section 10 #2, can you please define what you mean by “integrations”?**

- A. [Integrations](#). In a fully integrated strategy or campaign, we expect there will be elements across paid media, owned channels, earned media, travel trade, etc. This agency is charged with leading the earned media piece of a larger cohesive initiative.

**49. Per Part 1, section 10 #3, can you provide more details pertaining to the marketing campaigns you’d want PR to fully integrate with?**

- A. This is in reference to any and all marketing campaigns Visit California is undertaking.

**50. Per Part 1, section 10 #5, how many media events do you typically host?**

- A. We’re interested in the proposers’ opinion on how many media events seem right. In the past we have hosted in-state events on a rotating basis, New York annually, and other, smaller media markets as needed.

**51. Can you provide additional detail on the media boot camp?**

- A. Visit California has held Media Bootcamps in several small media markets across the country, connecting a small group of California destination partners with a group of top tier media from that market and the surrounding region. You can find more info in recap stories on our Industry [Newsroom](#).

**52. Per Part 1, section 10 #6, for large scale activations, are there specific times in the year you’d like us to focus on?**

- A. We’re interested in the proposers’ ideas on when and what to focus on; however, there are several important dates and events throughout the year that could be considered.

**53. Per Part 1, section 10 #9, do you have an existing “friends of California” influencer/media list (both paid and earned relationships)?**

- A. We currently have a Most Wanted Media list and a target influencer list. We also rely on an Influencer Advisory Board. We are interested in who the proposers’ think our targets should be.

**54. What is the split of coverage desired? I.e. consumer vs trade?**

- A. Both are included on our current Most Wanted Media list, with a stronger emphasis on consumer. We are interested in the proposers’ thoughts on what coverage is desirable, understanding we are aiming for maximum reach, engagement and ultimately conversion to travel.

**55. Per Part 1, Section 10 #9, Has a majority of influencer partnerships been paid or earned? Even split of both?**

- A. This is case by case and we are interested in the proposers' thoughts and insights into influencer partnerships.

**56. Per Part 2, section 3, can you please share who you consider key domestic markets, where earned media coverage and/or experiential events are important?**

- A. We are interested in knowing proposers' recommendations on key domestic markets for activations and strategic media outreach.

**57. Per Part 2, section 3, what are your go-to Cali experiences that you tend to drive media to on an ongoing basis for press trips?**

- A. Every press trip is custom depending on the objectives of the coverage, Visit California's priority messaging, and to maintain some equity amongst our destination partners.

**58. Per Part 2, section 3, aside from Culinary and Family, what are a few other examples of niches important to VCA?**

- A. We recommend you peruse this version of the Strategic Framework FY20-22 referenced on our industry website: [here](#). Our strategic plan for next FY21/22 is currently being developed and will be reviewed by our Board of Directors in May.

**59. Can you share your customer journey / path to purchase?**

- A. Learn more about our customer journey in the Strategic Framework FY20-22 referenced on our industry website: [here](#).

**60. Are there any brand campaigns or integrated initiatives in the pipeline you're able to share?**

- A. We recommend you check out our upcoming [Outlook Forum conference](#) programming for announcements about future campaigns and vision for 2021 and beyond.

**61. Will the "See you Soon" campaign continue throughout 2021?**

- A. We recommend you peruse this version of the Strategic Framework FY20-22 referenced on our industry website: [here](#). Our strategic plan for next FY21/22 is currently being developed and will be previewed at Outlook Forum and approved by our Board of Directors in May.

**62. What do you think the growth opportunities are ... what have you been missing from your current PR efforts, if anything?**

A. We are interested in the proposers' thoughts on this.

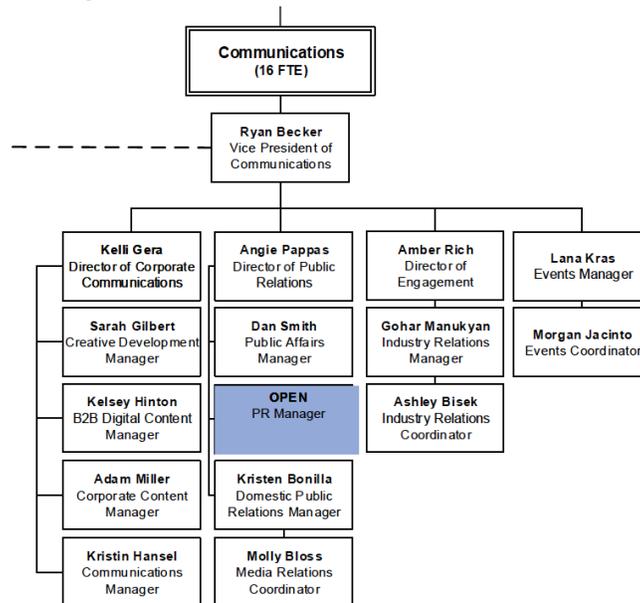
**63. RFP mentions "on-site visits" to agency finalist offices ... is it safe to assume this won't happen unless Covid restrictions lift?**

A. Yes.

**64. Will we have any direct access to Visit California for direction on this key pitch?**

A. This Q&A serves as the access point for direction on written proposals. There will be an opportunity for finalists to ask questions before oral presentations.

**65. Can you outline the organizational structure of the Visit California communications team?**



**66. How many people at Visit California would be the core contact points?**

A. The contract is managed by the Domestic Public Relations Manager. Other key contacts include Vice President of Communications and Director of Public Relations. There may be collaboration with other members of the team, as well.

**67. Until now, what considerations have you put into place in response to the fast-changing travel landscape due to pandemic pressures?**

- A. Learn more about the organization’s COVID response on our industry website, including [this page with pandemic-related resources](#), as well as our [Newsroom](#), which goes into more detail about recent programs.

**68. How would you describe the risk tolerance of management around communication programs – low, medium, high?**

- A. Very much depends on the scenario.

**69. How does sustainability and Diversity, Equity + Inclusion fit within your objectives?**

- A. Working with a diverse set of storytellers and content creators not only ensures Visit California’s messaging reaches a wider audience but also ensures stories are inclusive and are told from different perspectives. The earned media team aims to pitch and share stories with media that represent and celebrate the cultural diversity of the state.

**70. Do you have a current key messages document (biz and leisure consumer) you can share with us? Will the message remain the same going forward?**

- A. No current key messages document exists, but we recommend you familiarize yourself with our consumer- and media-facing channels to better understand the approach. Our messaging is always evolving, and we expect that evolution to continue.

**71. Please can you provide an overview on who within your company will be reviewing the submissions?**

- A. Selection committee will include key members of the Public Relations team, as well as staff representing Marketing and Operations.

**72. In the past, CA travel advertising campaigns have included celebrities. Will new advertising campaigns include celebrities? Will the PR agency have access to them for PR activities (for example, media interviews)?**

- A. The strategic plan for next FY21/22 is currently being developed and will be reviewed by our Board of Directors in May, in the meantime you can find an accessible version of the Strategic Framework FY20-22 referenced on our industry website: [here](#). We rely on our agencies working together and identifying opportunities for synergy as you’ve outlined.

**73. From the ad agency FAQ, you answered that you do not have Influencer relationships in place, are you comfortable with paid influencer partnerships or do they need to be all organic/unpaid?**

- A. The earned media team handles influencer partnership and holds these relationships. We look at influencer partnerships on a case by case basis and do a blend of paid and unpaid.

**74. Are Influencer fees to be covered out of the PR budget, or is there a separate budget for that? Should influencers reach a specific segment of the target market (i.e. specific age demo, locale, or interest area such as outdoors or luxury)?**

- A. Influencer fees are covered out of the PR budget. We are interested in the proposers' opinion on what segment and target market we should be prioritizing. You can also read about our target markets in the Strategic Framework FY20-22 referenced on our industry website: [here](#).

**75. What does “dream” influencer content look like for Visit California?**

- A. Content that is engaging and that is authentic to the influencer while also fitting with Visit California's goals. We are also interested in hearing the proposers' thoughts on what makes great influencer content.

**76. Does the RFP include social?**

- A. No, Visit California retains a separate social agency and this work is managed by a different internal team.

**77. Can we recommend integrating owned channels as part of our program or is this a separate remit handled by another agency?**

- A. Our Earned Media and Owned content teams work closely together on integrated programming. Robust collaboration is the expectation, but there are other agencies involved in strategy and execution around owned channels.

**78. Who are Visit California spokespeople?**

- A. Visit California President & CEO Caroline Beteta serves as primary spokesperson. At times, other members of the executive team or brand ambassadors may speak on the organization's behalf with prior clearance.

**79. Given California's diverse population, should a program include in-language and ethnic media?**

- A. We are open to the proposers' insights and expertise in this area.

**80. What is a win for you with earned media? What are your target outlets most impactful to your audience? Where are your dream placements?**

- A. We are interested in proposers' recommendations for key media we should be targeting. "Dream" placements include: full magazine issues dedicated to California, national morning broadcasts, late-night program broadcasts, etc.

**81. What do you feel your consumers value most about your brand?**

- A. You can also read more about our audiences in the Strategic Framework FY20-22 referenced on our industry website: [here](#).

**82. Do you have any information on customer perceptions towards California currently and if this has changed throughout the pandemic?**

- A. Learn more about the organization's COVID response on our industry website, including [this page with pandemic-related resources](#), including consumer sentiment research.

**83. Do you have any data you can share with us on your current positioning within the market?**

- A. All of our research is readily available at [www.industry.visitcalifornia.com](http://www.industry.visitcalifornia.com).

**84. What are some of the biggest internal and external/competitive challenges you are facing? What's your key concern?**

- A. Ongoing issues related to the pandemic. Related budgetary restraints as the industry recovers from a catastrophic 2020, and not entirely promising 2021.

**85. Where do you believe you have the strongest media relationships?**

- A. Our team has strengthened in-state media relationships over the course of the past year as we've turned our focus to in-state. Annual events, such as TravMedia's North American IMM and our own media events in-state and in markets across the country, continue to grow and strengthen relationships as well. We are curious where the proposers believe they have the strongest relationships and where they can help us grow.

**86. What are the tiering of the markets? Which are the priority and which require more support?**

- A. We are interested in the proposers' analysis and expect it to be built into their proposals.

**87. For your two key messages - 'dream destination' and 'hotbed of innovation' – how have these been pulled through in coverage and are they equal in terms of weighting (how does 'hotbed of innovation' drive domestic tourism?)**

A. We believe being one of the world's top "hotbeds of innovation" is a foundational aspect of the California lifestyle that people dream of experiencing for themselves.

**88. Are there industry partnerships (i.e. Disney, movie studios, athletic teams, hospitality companies) in place that can be tapped for PR activities? Can members of the tourism board be used for media opportunities?**

A. At times, we do reach out to Commissioners and other key stakeholders to participate in earned media campaigns. There may be additional layers of protocol with this type of outreach, but generally it has worked well in the past.

**89. Can you share background on the current brand platform – how it was developed, assets, etc.?**

A. You can learn more about current campaigns at [industry.visitcalifornia.com](http://industry.visitcalifornia.com), and within the Strategic Framework FY20-22 referenced on our industry website: [here](#).

**90. How do you anticipate handling any future travel restrictions/stay-at-home orders?**

A. We knew from early on in the pandemic that it would be a jagged recovery and that our earned media program - along with our overall marketing program - would have to be nimble. We will continue to be as prepared as possible utilizing research and any other available information, and will approach each new challenge one at a time. '

**91. Is there anything you would never do - any watch outs or programs we should avoid?**

A. We are open to all inspiration and ideas.

**92. What trends or behaviors have you seen during the past 12 months as it relates to domestic travel – any particular destinations, modes of travel or surprising insights?**

A. We are interested in the proposers' perspective on domestic travel trends and expect it to be built into their proposals.

**93. What is the current campaign work under the "Dream Big?" Platform?**

A. You can learn more about current campaigns at [industry.visitcalifornia.com](http://industry.visitcalifornia.com), and within the Strategic Framework FY20-22 referenced on our industry website: [here](#).

**94. Have you previously put out any messaging to promote domestic travel prior? What worked/what didn't?**

- A. Yes. We would be interested to know proposers' perception of whether we have made traction in the U.S. market.

**95. Are there specific events you attend/need support?**

- A. Yes, there are many events throughout the year that Visit California participates in, and some of those may require agency support.

**96. Are there specific KPIs for the number of media visits/trips to achieve within the first year?**

- A. This will be highly dependent on many factors. It is too soon to tell. However, we are resourced to continue with the same pace of media hosting as previous years.

**97. What are your feelings on group press trips given current/changing Covid restrictions?**

- A. This is highly dependent on many factors. It is too soon to tell. However, we already rarely hosted group press trips for domestic media pre-pandemic, and expect this practice would continue.

**98. How should we budget for media travel and stays? Will properties support this, is there a dedicated budget for this or should it be included within the budget?**

- A. There is a dedicated budget for press hosting.

**99. Are there specific PR events that are planned/expected for us to plan vs ones we will come up with to create news? Is there a certain budget for events or up to us to budget from allotted PR budget?**

- A. There are both specific media events and expectations for new events proposed and executed. There is a dedicated budget for media events.

**100. Philosophy on paid vs. earned: Are you open to a blended mix on the PR side?**

- A. We are open to a blended mix and are interested in the proposers' thoughts on what will provide a strong ROI and be most impactful.

**101. What is your POV on the most important role PR serves for Visit California?**

- A. Working with media and content creators to share the California experience through an authentic and personal lens. For example, as people began to travel during Covid times they looked to firsthand accounts from media and content creators - telling and showing them how to travel responsibly and what businesses and destinations were doing to ensure their safety.