



CALIFORNIA TRAVEL ASSOCIATION
ANNUAL REPORT



FY 2023



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LETTER FROM THE PRESIDENT & CEO



Dear CalTravel members, partners, and investors,

Thank you for your support of CalTravel and its mission of advocacy, collaboration, and education. FY 22/23 has been a significant year in the continuing evolution and progress of our organization.

In FY 22/23, California's travel, tourism, and hospitality industry almost rebounded to its record pre-pandemic levels for visitor revenue, jobs, and state and local tax generation. While the gateway cities remain challenged due to slower recovery for international travel and large meetings and events as well as vitality issues in urban downtowns, most of our coastal, rural, and smaller destinations are seeing visitation and revenues well ahead of 2019.

CalTravel revenues have hit an all-time high as the outreach and support we provided during the pandemic has raised awareness and support for the organization and we have added services and values to members. Annual revenue has increased 78% since 2019. (We did not produce a Summit in FY19 or FY21). 92% of members who responded to our annual survey said the value of membership was “excellent” or “very good.”

We had record attendance at the October 2022 CalTravel Summit in Greater Palm Springs, at the May 2023 Tourism Advocacy Day in Sacramento, and at our board meetings and committee meetings. We now offer 22 committees and councils to support the diverse needs and priorities of our members, including the launch this year of the Sustainability and Stewardship Committee.

This year's legislative session has been a challenging one for all businesses, including travel and tourism. With 30% of legislators new this term, a projected state deficit of \$32 billion on a total \$311 billion budget, and almost 2,700 new bills introduced including many to raise taxes, wages, and the cost of doing business, it was a busy year for advocacy.

Several bills we supported were signed into law, and a particularly bad bill we opposed was vetoed, but numbers alone can't tell the full story of our advocacy successes this year. Through our grassroots outreach we made sure more legislators than ever were educated on our issues and CalTravel successfully negotiated amendments to several bills to make them acceptable to our industry.

Adding Gabriella Borges, our fifth full-time staff person, in fall of 2022, significantly increased our ability to serve our members. We promoted Tricia Yanez to Operations Director and had Gabriella report to her. With Gabriella's help, Tricia has been able to take over much of CalTravel's communications, from strategy and design to app development and production. Members give CalTravel high marks on communication, as seen in the survey results.



LETTER FROM THE PRESIDENT & CEO



We were able to offer health care benefits for the first time to employees at the end of FY 23, which helps make us more competitive to retain my highly talented team.

This year we also entered into two valuable and (we hope) long-term strategic partnerships: JNS Next as our ad agency of record and Karson Butler Events as our Summit production company. We are fortunate to work with such cutting-edge and inspiring partners to continue to elevate our brand and work.

The CalTravel PAC is the single most powerful tool that we have to build relationships with legislators and reiterate the economic impact and benefit of travel and tourism to California. We have dramatically increased the amount of money that we have raised for the PAC over the last several years and are putting it to good work. In the first six months of 2023, we made more contributions than in all of 2022, and we are on track to triple the total contributions of 2019.

In 2023, we created the CalTravel Foundation, a 501(c)3 charitable research and education foundation. Its mission is to ensure the long-term viability of CalTravel's tourism industry through innovation, education, and research. We are just beginning work on its first project, to help fund research for an effort to create a California Event Fund. This fund will help California compete more effectively against the 22 other states that have such a fund, to retain existing events and attract new events which bring increased revenue, jobs, and community connections across the state.

Our current three-year strategic plan, created with a team of CalTravel leaders and facilitated by Trever Cartwright of the Coraggio Group, has been a great roadmap for our evolution as we work to become more influential, more effective, and more inclusive in our advocacy efforts.

This plan takes us through June 2024 and we will begin planning for the next phase of strategic planning in February 2024. We will be reaching out to membership for your input and hope you will join us in creating this plan.

None of CalTravel's results would be possible without the incredible commitment of time, effort, and resources that the Officers, the CalTravel Executive Committee, the Board of Directors, and the Committee and Council Chairs put into this organization. We appreciate your service! And thank you to our members, sponsors, partners, and investors for believing in us, investing in our work, and challenging us to continue to grow and improve.

We appreciate your service and support and look forward to continuing to serve you!

Best,

Barb Newton
President & CEO, CalTravel

WHAT WE DO



VISION

Since 1981, CalTravel has been the influential and unified voice of advocacy for the travel and tourism industry in California.



MISSION

Our mission is to protect and advance the interests and investments of California's travel industry through advocacy, collaboration, and education.



OBJECTIVES

- Champion the importance and value of the California travel and tourism industry
- Foster dialogue, relationships, and partnerships among California's travel and tourism industry stakeholders
- Provide meaningful educational opportunities to the travel and tourism industry



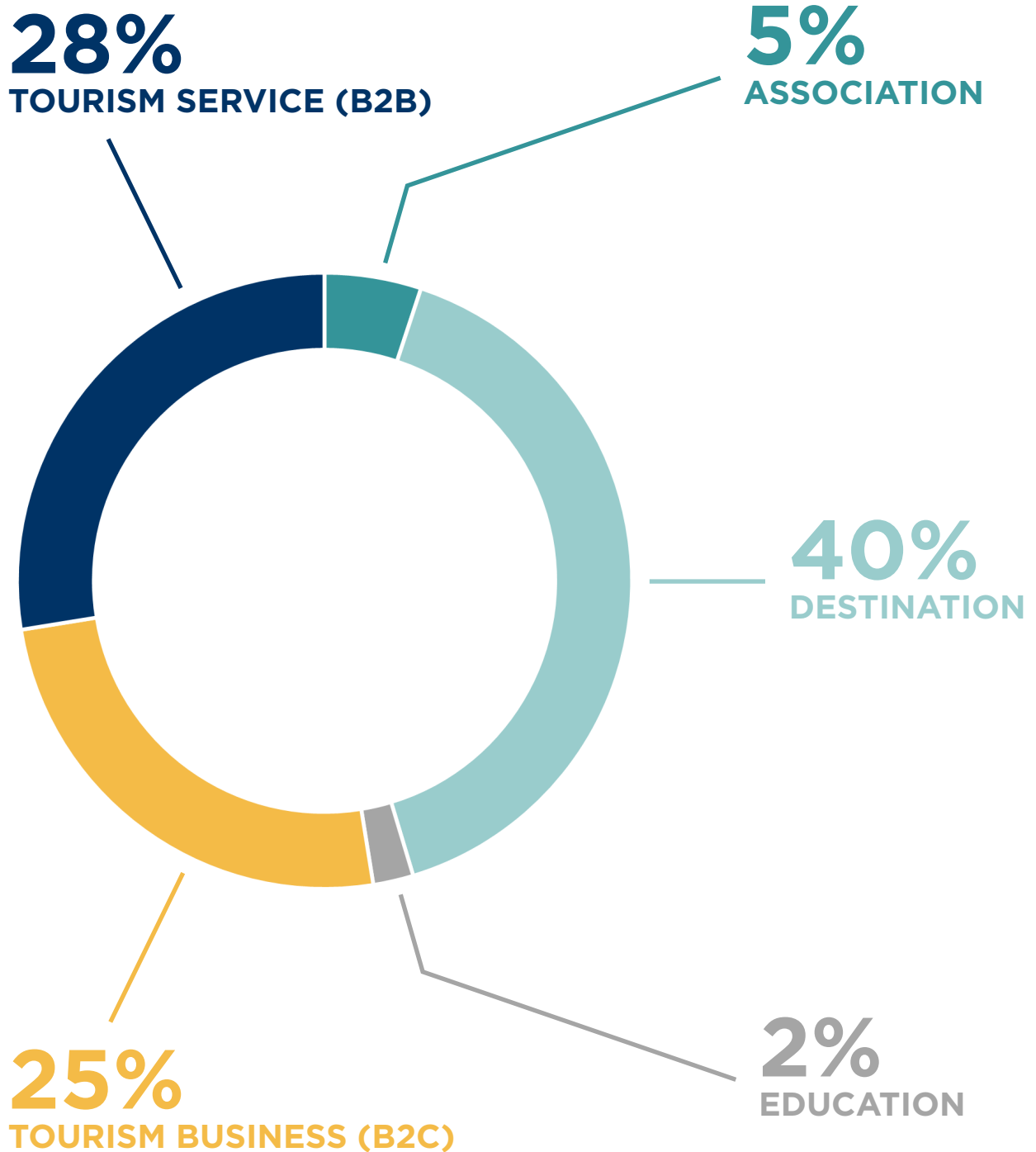
VALUES

- Knowledge: We are informed on the issues and communicate them clearly
- Influence: We are credible, persuasive, and effective
- Collaboration: We work to find common ground
- Accountability: We are responsible to the travel & tourism industry
- Inclusivity: We benefit from including diverse voices

WHO WE SERVE



CalTravel is California's only statewide organization that gives voice to the full travel, tourism, and hospitality industry. We currently serve **236 member organizations**, including destinations, resorts, attractions, airports, transportation companies, industry associations, ad agencies, universities, media companies, and other organizations for whom travel and tourism advocacy is important.



FY 22-24 STRATEGIC PLAN



WHO WE ARE

We are the umbrella advocacy organization for the travel and tourism industry in California. Partnerships, membership, sponsorship, and events fund CalTravel's work.

CalTravel PAC is a political campaign fund to finance efforts supporting California state legislators, candidates, and committees which support and benefit the California travel and tourism industry.

OUR RALLYING CRY

Educating state government of the value of travel and tourism is our top priority.

PROMISE

CalTravel protects and advances a thriving travel and tourism industry in California.

SUCCESS FACTORS

- Government Influence
- Building PAC
- Diverse industry Representation
- Highly Satisfied Members
- Proactive/ Engaged Board
- Sustainable Funding
- Strong Leadership Pipeline
- Strong Partnerships

REPUTATION

Our stakeholders turn to CalTravel because we are responsive to their needs and advocate effectively on their behalf.



FY 22-24 STRATEGIC PLAN



PILLARS

SUCCESS MEASURES

INITIATIVES

ADVOCATE

Legislative:

- Successful outcomes
- Number of legislator interactions
- Number of effective ambassadors
- Positive buzz on value of tourism

PAC:

- Make a difference in legislative races

- Develop and implement a roadmap to better engage and mobilize our members to advocate effectively (Ambassadors)
- Create and execute a strategic plan to sustainably grow CalTravel PAC's influence

COLLABORATE

- Growth of our membership
- Member engagement
- Inclusion (membership/board/EC/priorities)
- Collaboration with state level industry associations

- Create and execute strategic plan to expand and diversify our membership
- Create strategic alliances with organizations that help us deliver value to our members and the broader California tourism/hospitality industry

EDUCATE

- Number of ambassador participants
- Bootcamp participation level (educating all industry)
- Overall member engagement level
- Thought leadership (business operations side)—partnership with Visit California

- Develop and implement a strategic communications plan to communicate advocacy goals (the value of tourism, workforce, key issues, leadership think tank)

SUSTAIN RESOURCES

Grow Revenue:

- Member revenue level
- Cash reserves
- Sponsorships
- Event registration

Staff Engagement:

- Use tools to track staff engagement over time

- Align organizational resources to support requirements of our strategic plan and develop roadmap for evolution of CalTravel
- Develop a strategic membership growth plan
- Turn results of Fired Up work into action

THE IMPORTANCE OF TOURISM



Travel and tourism is one of **California's most vital engines for economic growth**. As the fifth-largest economy in the world, California cannot afford to lose the benefits from the state's thriving tourism economy.



\$135 BILLION

in visitor spending

...93% back to pre-pandemic high in 2019



\$17 BILLION

in international spending

...down from \$28 billion in 2019



\$12 BILLION

generated in state & local taxes

...down from \$12.2 billion in 2019



1.1 MILLION

travel & tourism jobs

...98% back to 2019 employment levels

CALTRAVEL & VISIT CALIFORNIA



We work closely with, but are distinct from, Visit California. Visit California markets California to the rest of the country and the world, while CalTravel works on a state level to protect and ensure a thriving industry. We support each other and **work together to enhance the interests and investments of California's travel and tourism industry**.

CALTRAVEL

- Primarily B-to-B
- Promotes and protects the California tourism industry
- Works with state and national legislators
- Advocacy resource for the California travel and tourism industry
- Funded by membership and sponsorship

VISIT CALIFORNIA

- Primarily B-to-C
- Creates desire for the California tourism experience to visitors out-of-state and around the world
- Marketing resource for the California travel and tourism industry
- Funded by assessments

EXECUTIVE COMMITTEE



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California Restaurant Association*

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*Director of Sales, Travel & Tourism
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Travel Industry Sales Manager
USS Midway Museum

Cathy Widener
Acting Chief
External Affairs Officer
San Francisco
International Airport

Scott Wilson
President & CEO
Visit Temecula Valley

Dana Wyatt
Director of Operations
Pacific Park on the
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ANNUAL MEMBER SURVEY



WHAT MEMBERS ARE SAYING...

90% Say they are **'very satisfied'** with their membership

92% Rate the value of membership as **'excellent'** or **'very good'**

93% Are **'very likely'** to renew their membership



“CalTravel consistently reaches forward and thinks ahead. It is **a thought/action leader in future-focused activity.**”

“Barb has led the organization in noticeable growth and commitment to advocacy. Under her leadership, CalTravel has **filled an appropriate and necessary niche in our industry.**”

“The organization is very responsive and is **truly working to represent the entire statewide industry.**”

“I’ve been involved with CalTravel for over 20 years and **have never seen the organization run better or provide more support** to the industry.”

“As a long-time member, I have noticed **so much positive progress in the last few years.** The staff has grown, members are joining, and events have experienced significant growth in attendance and participation.”



ADVOCACY HIGHLIGHTS



CalTravel works to protect and enhance the interests and investments of the travel industry through advocacy at the state level. We keep our members informed on the bills that matter to our industry and engage on measures of most significance. Below are some key highlights from the 2023 session which ended October 14.



Attended **19 meet-and-greets** with newly elected legislators



Helped secure **\$15 million allocation** in the state budget for Visit California's marketing efforts, following \$95 million in 2022



Brought back **in-person Tourism Advocacy Day** where 95 members met with 62 legislators & staff



Screened and/or read **2,600+ bills** to determine impacts on industry; tracked 125 bills & positioned on 30 bills



Served as **lead witness on several bills** & gave expert testimony in multiple committees



Successfully **put a stop to SB 584 (Limon): Short-Term Rental Tax** in 2023 by executing opposition strategy, coordinating grassroots outreach, and facilitating webinar on impacts to the industry



Successfully **negotiated amendments on several bills:**

- **AB 1382 (Quirk-Silva): State-designated cultural districts** to remove CalTravel and Visit California from the provisions of the bill
- **AB 537 (Berman): Short-term lodging: advertising: rates** & **SB 683 (Glazer): Hotels and short-term rentals: advertised rates: mandatory fees** to exempt government-imposed taxes, fees, and assessments to move CalTravel's position from support to neutral
- **SB 447 (Atkins): GO-Biz** to keep Visit California out of the provisions of the bill and corresponding budget ask
- **SB 478 (Dodd): Consumers Legal Remedies Act** to exempt TOT, Visit California, and Tourism Improvement District assessments
- **SB 644 (Glazer): Hotels and Short-Term Rentals** to move CalTravel's position from oppose to neutral
- **SB 723 (Durazo): Employment: rehiring and retention: displaced workers** to limit its scope and duration to only layoffs related to COVID and repeal the provisions of the bill after December 31, 2025

BILL OUTCOMES



The California legislature adjourned on September 14, 2023 and the Governor acted on bills by October 14, 2023. He received 1,046 bills; he signed 890 and vetoed 156 (14.9%). Below are final outcomes of bills that we took positions on or were watching closely that reached Governor Newsom.



SUPPORT

AB 557 (Hart) Open meetings: local agencies: teleconferences.

Status: Signed

AB 882 (Davies) Coastal resources: State Coastal Conservancy: advance payments.

Status: Signed

AB 893 (Papan) Personal vehicle sharing programs.

Status: Signed

AB 966 (Davies) Division of Waterways: report to the Legislature: shoreline erosion control and public beach programs.

Status: Vetoed

AB 1217 (Gabriel) Business Pandemic Relief.

Status: Signed

ACR 72 (Wallis): California Tourism Month.

Status: Signed

SB 41 (Cortese) Meal and rest breaks: airline cabin crew employees.

Status: Signed



OPPOSE

SB 616 (Gonzalez) Sick days: paid sick days accrual and use.

Status: Signed

SB 723 (Durazo) Employment: rehiring and retention: displaced workers.

Status: Signed

SB 799 (Portantino) Unemployment insurance: trade disputes: eligibility for benefits.

Status: Vetoed

BILL OUTCOMES



WATCH / NEUTRAL

Most of the bills in this category were substantially amended through CalTravel's advocacy work, which moved our position from OPPOSE to NEUTRAL.

SB 447 (Atkins) GO-Biz.

Status: Signed

SB 478 (Dodd): Consumers Legal Remedies Act: advertisements.

Status: Signed

SB 553 (Cortese) Occupational safety: workplace violence: restraining orders and workplace violence prevention plan.

Status: Signed

SB 644 (Glazer) Hotel and private residence rental reservations: cancellation: refunds.

Status: Signed

ACA 1 (Aguiar-Curry) Local government financing: affordable housing and public infrastructure: voter approval.

Status: Signed

AB 537 (Berman) Short-term lodging: advertising: rates.

Status: Signed



TOURISM ADVOCACY DAY



In May 2023, nearly 100 travel and tourism leaders from across California gathered in Sacramento for our annual Tourism Advocacy Day to meet with legislators, discuss the importance of travel and tourism, and raise our most pressing issues. This year marked **our first return to the Capitol since 2019**, as well as our first time planning the event fully in-house.



95

PARTICIPANTS



21

GROUPS



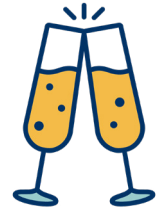
62

MEETINGS



3

KEY
MESSAGES



26

LEG. & STAFF
AT RECEPTION

WHAT ATTENDEES ARE SAYING...

“The preparation was fantastic, and [CalTravel] made it so easy for us. We had excellent (if brief) discussions with legislators and/or their staff, during which I learned a lot even as we presented the CalTravel talking points. **Overall, it was just excellent!**”

84% Rated the event
‘excellent’

16% Remaining rated
the event **‘very good’**

“Incredibly organized. **No pressure, easy to communicate needs.** The Legislature was primed for kindness—no one came off tortured, buried, or rushed. Great pre-work, great content/packets.”

“Pleased with the number of attendees. **The information was organized and easy to use.** Having the appointments set was appreciated. Everything went smoothly.”

“Everyone was so enthusiastic and engaged! **Reinforced some existing relationships and hopefully created some new ones.**”



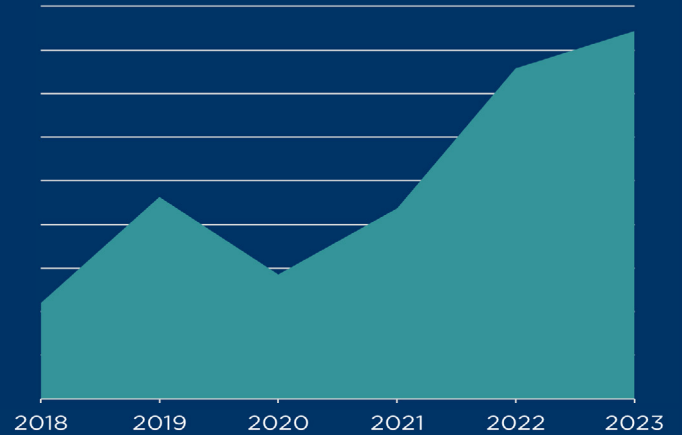
CALTRAVEL PAC



The CalTravel PAC's mission is to **maintain a political campaign fund** to finance efforts supporting California state and local officeholders, candidates, and committees which support and benefit the California travel and tourism industry. The PAC also **educates policy makers on the importance of travel and tourism to our state.**

Growing the PAC is CalTravel's number one strategic priority to **increase influence, visibility, and credibility.**

PAC CONTRIBUTIONS GROWTH



21-22 LEGISLATIVE SESSION

- 16** Events for individuals in the giving plan
- 6** Candidate meetings and events
- 2** Caucus events

Left: Event with Asm. Jesse Gabriel (San Fernando Valley)

23-24 LEGISLATIVE SESSION

- 42** Events for individuals in the giving plan
- 4** Candidate meetings and events
- 2** Caucus events

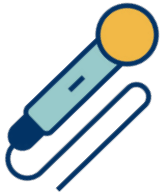
Right: Event with Sen. Susan Rubio (Baldwin Park)



CALTRAVEL SUMMIT



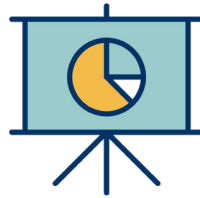
The 2022 CalTravel Summit in Greater Palm Springs brought together hundreds of travel, tourism, and hospitality professionals to discuss advocacy issues; share ideas and insights; discover new possibilities; build crucial relationships; and get inspired for the year ahead.



68
SPEAKERS



450
ATTENDEES



45
SESSIONS



70
PARTNERS

WHAT ATTENDEES ARE SAYING...

98% Rated the quality of the Summit as **'very good'** or **'excellent'**

94% Said they were **'very likely'** to attend again

70% Said the Summit **'exceeded'** their expectations

"The general sessions were great—**packed with insightful knowledge and ideas I can take away with me** not only in the travel industry and workplace, but in my daily life!"

"These events are always well put together and **[CalTravel] kept the breakouts fresh and engaging.**"

"The social activities took me by surprise! **Did not think the event would be so fun!**"

"Everything was top-notch! The variety of speakers and topics was fantastic. Politics, economics, diversity, stewardship...**each of the speakers was excellent and relevant to our work.**"

"The networking is always the most valuable part of this conference, but this year, the **programming was even better than it has been in the past.**"



CALTRAVEL SUMMIT

JW MARRIOTT

FALL 2022

NEW MEMBERS



This year, **26 new members** joined CalTravel, resulting in **\$36,331 in incremental revenue**. These new voices bring fresh perspectives and allow us to better understand the needs of California's diverse travel and tourism industry.



Desert Hot Springs



CALTRAVEL FOUNDATION



VISION

The California Travel Foundation is a **charitable research and education foundation** with a vision of advancing and elevating its impact on the industry, bringing even greater value to its members, and better equipping California's travel and tourism industry for the future.

STRUCTURE

As a 501(c)(3), it allows members, individuals, and other foundations to make **tax-deductible charitable contributions**.

MISSION

The mission of the Foundation is to **ensure the long-term viability of California's tourism industry through innovation, education, and research**.

It will serve as an incubator, research arm, innovation think tank, and investor in a high-quality workforce.



PROJECTS

California Event Fund: The Foundation will fund the research and strategy needed to create a state-run California Event Fund, which will help California compete effectively against other states to attract events of all sizes and bring more revenue to communities across the state.

Mike Gallagher Scholarship Fund: To help develop the next generation of travel leaders, the Mike Gallagher Scholarship Fund will award cash scholarships to worthy high school students who are residents of California and are interested in pursuing a degree in tourism or hospitality.



FOUNDATION BOARD OF DIRECTORS



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*President & CEO
Visit SLO CAL*



DIRECTOR

Erik Evjen

*Director, Data Analytics
& Insights
Tourism Economics*



DIRECTOR

Misti Kerns

*President & CEO
Santa Monica Travel
& Tourism*



DIRECTOR

John Lambeth

*President & CEO
Civitas*



DIRECTOR

Rhonda Salisbury

*CEO
Visit Yosemite | Madera County*



DIRECTOR

Mike Testa

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Visit Sacramento*

COMMITTEES & COUNCILS



CalTravel's committees and councils offer a venue for collaboration, help shape the future of our association, and allow members to further develop their careers and add value to their organizations. With **over 20 different active committees and councils**, all industry professionals can have a space to make their voices heard and lend their expertise to the work that we do.

AIRPORT MEMBERS CAUCUS

Mark Haneke, Chair
Principal, Haneke Consulting

AMBASSADOR COMMITTEE

Lorraine Chapman, Chair
Director of Tourism, GO CAL

ATTRACTIONS & EXPERIENCES COMMITTEE

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CALIFORNIA SPORTS COALITION

Anthony Brenneman, Co-Chair
Sr. Director, Orange County Sports Commission
Rory Davis, Co-Chair
*Director of Global Partnerships & Events,
San Francisco Travel*

COMMUNICATIONS COMMITTEE

Ted Molter, Chair
Sr. Business Development Director, Connect&Go

CONVENTION CENTER COUNCIL

Michael Krouse, Chair
President & CEO, GO CAL

CTS CONTENT COUNCIL

Jeff Miraglia, Chair
Executive Creative Director, JNS Next

DEI&A COMMITTEE

Sonya Bradley, Chair
Chief of DEI, Visit Sacramento

DMO LEADER ROUNDTABLE

Cassandra Costello, Co-Chair
*EVP, Chief Policy & External Affairs Officer,
San Francisco Travel*
Ashley Johnson, Co-Chair
SVP & CMO, Newport Beach & Company

EXECUTIVE COMMITTEE

John Lambeth, Chair
President & CEO, Civitas

GOVERNMENT RELATIONS COMMITTEE

Jeff Klocke, Chair
VP, Pacific Park on the Santa Monica Pier

HOMELESSNESS ADVISORY COMMITTEE

Misti Kerns, Chair
President & CEO, Santa Monica Travel & Tourism

LEADERSHIP DEVELOPMENT COMMITTEE

Patti MacJennett, Chair
Chief Stakeholder Officer, Los Angeles Tourism

PAC TRUSTEES

Patti MacJennett, Co-Chair
Chief Stakeholder Officer, Los Angeles Tourism
Gary Sherwin, Co-Chair
President & CEO, Newport Beach & Company

SCHOLARSHIP COUNCIL

Mechelle Best, Co-Chair
*Dean, College of Health & Human Development,
CSU Northridge*
Jerusha Greenwood, Co-Chair
*Associate Professor, Dept. of Experience
Industry Management, Cal Poly SLO*

SUSTAINABILITY & STEWARDSHIP

Rob O'Keefe, Chair
President & CEO, See Monterey

TID PROTECTION COUNCIL

Scott White, Chair
President & CEO, Visit Greater Palm Springs

CALTRAVEL COMMUNICATIONS



E-NEWSLETTERS

Regularly deployed member-only newsletters keep members informed on important tourism news, issues, insights, and opportunities—ensuring they are always in the know and equipped with the information they need to tackle any challenge. Regular newsletters include Headlines, Advocacy Update, Members on the Move, PAC Update, and Member Spotlight.



TOOLKITS

Online toolkits help members develop a better understanding of issues and opportunities; educate themselves on programs and best practices; and become informed and empowered advocates. Toolkit content ranges from advocacy and tourism recovery to sustainability, DE&I, and cannabis tourism.



CAREER CENTER

Online Career Center supports young professionals pursuing tourism careers, as well as organizations aiming to fill their open positions with talented and qualified individuals. It features a variety of open positions across member organizations, as well as a mentorship database.



MEMBERS' CORNER

Online Members' Corner keeps members informed on the latest news across member organizations—new hires, promotions, retirements, member interviews, leadership and award announcements, and other exciting new developments.



GUEST SPEAKERS

Monthly virtual California Connections Speaker Series offers insights from guest speakers and the opportunity to have valuable conversations that will help advance and shape the future of California's tourism industry.



SOCIAL MEDIA CAMPAIGN

Recently launched “Where Can Travel Take You?” social media campaign encourages young people to consider careers in tourism by showcasing workers across a variety of disciplines, positions, and regions—and how their careers help them lead their best lives.

CALTRAVEL COMMITMENTS



COMMITMENT TO DEI&A

CalTravel is committed to making California's tourism industry **more diverse, equitable, inclusive, and accessible.**

Our efforts in this area include:

- Created a DEI&A Committee
- Developed a DEI&A toolkit
- Started an ongoing effort to track diversity in leadership positions
- Updated bylaws to include a DEI&A representative on the Nominations Committee
- Added a DEI&A Champion Award
- Reserved at least one Summit scholarship for a student from an underrepresented group
- Created a database of industry mentors to support the next generation of leaders
- Brought in multiple guest speakers to conduct workshops and educate members

COMMITMENT TO SUSTAINABILITY

CalTravel is committed to helping members champion sustainability and stewardship practices that **enhance the economy, environmental health, visitor experience, and well-being of residents**—ensuring tourism grows responsibly and has a positive impact on communities.

Our efforts in this area include:

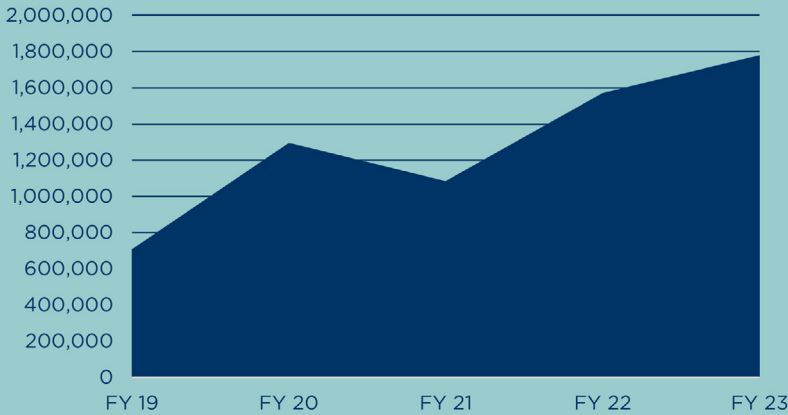
- Created a Sustainability & Stewardship Committee
- Developed a Sustainability & Stewardship toolkit
- Gone paperless for events, developing a mobile event app to house all program materials and doing away with most printed items—agendas, signage, etc.
- Utilized reusable name badges for events
- Eliminated one-time-use plastics from events



YEAR-END FINANCIALS



TOTAL INCOME



* No Summit in FY19 or FY21

**\$1.78
MILLION**

Brought in a total of **\$1.78 million** in income in 2023

↑ 13%

Compared to 2022

↑ 64%

Compared to 2021

↑ 37%

Compared to 2020

↑ 151%

Compared to 2019

CASH RESERVES

**\$1.57
MILLION**

Cash reserves ended at an **all-time high of \$1.57 million**

PROFIT & LOSS

↑ 8%

Revenue was up 8% or \$138,000 versus budget

↑ 3%

COGS was up 3% or \$14,000 versus budget

↓ 3%

Expenses were down 3% or \$34,000 versus budget

↑ 643%

Net income was up 643% or \$158,000 versus budget



GOALS FOR FY 2024



CALIFORNIA EVENT FUND

CalTravel is actively working with members and stakeholders to urge the California Legislature to enact policy next year that will establish a dedicated California Event Fund. In the coming months, we will continue building the coalition, conducting research on lost business, and **developing a plan to make this state-run fund a reality.**

CALTRAVEL FOUNDATION

Now that the Foundation has been established, we will be **focusing on fundraising efforts to help jumpstart projects.** Investments will directly support our efforts to develop a better understanding of the challenges we face; identify opportunities for growth and resilience; and prepare the leaders of tomorrow.

STRATEGIC PLAN FY 25-27

In February 2024, we will bring the board together to revisit our Strategic Plan and make adjustments to ensure we can continue to **grow in influence, effectiveness, and be more inclusive in our advocacy efforts.**

- Refining CalTravel's scope of work
- Setting advocacy priorities for the new legislative session and beyond
- Growing the size and effectiveness of the PAC
- Raising CalTravel's profile and credibility in Sacramento
- Increased engagement with other industry associations and Visit California
- Diversifying membership and leadership
- Engaging future leaders

LEADING PARTNERS



SUPPORTING PARTNERS



PREMIUM & ADVOCACY PARTNERS



OFFICIAL RENTAL CAR



OFFICIAL EVENT SOLUTIONS PARTNER



OFFICIAL BANK PARTNER





**CALIFORNIA
TRAVEL
ASSOCIATION**

CALTRAVEL.ORG

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