



AGENDA - MONTHLY BOARD MEETING

09 June 2021 / 4:00 PM

Via Zoom and In Person at Conrad Prebys Performing Arts Center

As allowed by special California and City Shelter-in-Place orders, La Jolla Village Merchants Association is holding its meeting both online and in person.

Meeting Name: La Jolla Village Merchants Association Monthly Meeting

Date/Time: June 9, 2021, at 4:00 PM Pacific Time (US and Canada). Online: Log in 15 minutes before meeting time to allowing for technical issues. In Person Networking from 3:15 – 4:00. Food and Beverage Sponsor: Spiros Mediterranean Cuisine

In Person Address – Conrad Prebys Performing Arts Center 7600 Fay Avenue

Online Access: Join Meeting using Zoom ID 872 2752 0916

1. Meeting Format and Guidelines	Information	Jodi Rudick, Executive Director
a. Video/Audio Enabled by Host		

MONTHLY MEETING AGENDA¹

1	Call to Order - Monthly Board Meeting.	Action	Cody Decker, President
2	Roll Call - Natalie Aguirre, Amber Anderson, Jo Cullen, Cody Decker, Karen Finerman Gabriela Guevara, Lauren Johnston, Katey Longo, Michael Matthews, Kelli Metcalf, Melissa Snook, Jodi Rudick (Executive Director), Andy Fotsch, Summer Shoemaker, Lauren Turton	Action	Joelyn Cullen, Secretary
3	Sponsor Welcome and Introduction LJVMA Venue - Conrad Prebys Performing Arts Center Food and Beverage –Spiros Mediterranean Cuisine	Information	
4	Approval of May Minutes	Action	Cullen
5	Non-Agenda Public Comments (limited to three minutes) <ul style="list-style-type: none"> • Updates from Community/Political Leaders • All other public comments: 	Information	Decker
6	Financial Report <ul style="list-style-type: none"> • May Financials 	Action	Anderson
7	Organizational Excellence <ol style="list-style-type: none"> Recommitment to Mission Swearing in of New Board Members: Kelli Metcalf, Lauren Turton New Compliance Requirements by City of San Diego (see attached) <ol style="list-style-type: none"> Approval and Adoption of Draft Plan Board Member Commitment to Meet Required Actions <ol style="list-style-type: none"> Appoint By-laws review work group, set timeline for By Laws Review Report – July 30, 2021 Set Deadline for Anti-Harassment Training Completion, July 30, 2021 or 30 days after Board Appointment. Possible online training solution: https://www.dfeh.ca.gov/shpt/ 	Information Action Action	Decker Cody Rudick, Decker
8	Economic Vitality and Merchant Development Report – <ul style="list-style-type: none"> • Limelight La Jolla – Business Spotlight Program – Intern has been brought on to exclusively manage this program. Will kick off in the next few weeks. • New Member Welcome Packet • Job Board Update 	Information	Decker
9	Design/Village Improvements– <ol style="list-style-type: none"> Enhance La Jolla and MAD Update 	Information	Ed Witt, Enhance; La Jolla

	<p>2. Memorial Bench Program – La Jolla Village Foundation has asked the board to take formal action regarding the program. Suggestion is to “sunset” the program allowing all current plaques to remain in place. No new benches will be dedicated until further action.</p> <p>3. Market on Wall – Report on meeting with Community Crops Market Managers who have proposed to operate and own a market (certified Farmers Market meets makers market meets block party) on Wall sharing proceeds with LJVMA. This market is not meant to compete with any neighboring markets but would be a mid-week, evening market aimed at bringing energy and activate the business district. Proposing a Thursday evening market as it is well timed for purchasing produce for weekend diners and entertaining. The market would connect restaurants and those who work in the village to local growers. An early start to the weekend, a Thursday market will appeal to those who work in the village and are looking for a fun night out. All village merchants will be invited to participate in various ways. Proposal has been received. Request action to support a Public Market on Wall and move forward with further research?</p>	<p>Action</p> <p>Action</p>	<p>Cody Decker/La Jolla Town Foundation</p> <p>Rudick</p>
1	<p>Promotions</p> <p>1. Upcoming Events</p> <p>a. La Jolla’s Largest Ribbon Cutting Event. All details are in place for this event June 15, 2021. Board members are needed to act as Greeters and Hosts for the reception.</p> <ul style="list-style-type: none"> • Location – Sotheby’s Plaza • Schedule <ol style="list-style-type: none"> 1. Reception – 4 PM – 5 PM 2. Ribbon Cutting 5 – 5:30 3. 5:30 – Sip and Stroll including two mini events on Ivanhoe and Girard; Happy Hour at Mermaids and Cowboys <p>b. The Return of Enjoya La Jolla</p> <p>c. Fireworks at the Cove – Parking and Picnic Packages.</p> <p>B. La Jollalty Card Program Re-boot for both Locals and Visitors</p>	<p>Information</p>	<p>Jodi Rudick</p>
1	<p>Adjourn Meeting – Next Meeting format will be determined by current COVID standards. July 14, 2021. Return to Library if available.</p>	<p>Action</p>	<p>Decker</p>

La Jolla Village Merchants Association –

Accountability and Compliance Plan – Public Comments Welcome on all activities included in this process.

Submitted to City of San Diego May 25, 2021

Amended June 7, 2021

Accountability and Performance	Complete Monthly BID Activity Reports
	Adopt and Ratify a Strategic Plan Annually
	Review Annual Strategic Plan Mid-year
	Submit and Ratify Annual Report including general statement of performance of both the BOD and LJVMA Staff. Public comments welcome.
	<p>Prior to taking official seat on the BOD, all board members will be required to complete and sign:</p> <ul style="list-style-type: none"> • Conflict of Interest Statement • Form 700 • Swearing in statement (includes commitment to anti-harassment and inclusion.) • Agreement to adhere to bylaws <p>Board members will have 60 days to complete</p> <ul style="list-style-type: none"> • Anti-harassment training • Form 700
Diversity and Inclusion	Create a Diversity Task Force
	Adopt and Post Diversity Initiatives on Website and Via SlideShare for Easy Access
	Annually Review Update Diversity Initiatives Against Real Outcomes
	Require All Incoming Board Members to Pledge Commitment to Diversity as part of Swearing In Statement
Anti-Harassment Training	Comply with California Employee and Supervisor Anti-Harassment Training using online or live training for all employees and board members.
By Laws Review	Appoint by-laws review committee annually made up of members of the LJ Board of Directors under the independent guidance of Certified Public Accountant or other SME (human resources, legal, nonprofit management consultant, etc.)
	<p>Conduct by laws review annually to insure good governance and organizational excellence.</p> <p>Review for:</p> <ul style="list-style-type: none"> • Legal compliance with state and federal laws • Legal compliance of internal governance practices • Presence of sound governance practices • Remove the presence of unsound governance practices. • Move certain provision to separate policy documents. • Educate the board about its responsibilities. • Guide the board in meeting is responsibilities.
	Insure by laws are reviewed annually during required independent audit by CPA.
	As deemed necessary, revise bylaws to reflect edits, additions and changes.
	File Revisions (if any) with appropriate agencies (Federal, State, etc.)

Notes from City (Sean Karafin, Economic Development Department). Jodi's response in Red

Jodi - EDD is reviewing each Nonprofit Management Association's plan prior to the execution of the 3rd Amendment for, but not limited to, the following:

- annual review of the BID association bylaws
- anti-harassment and inclusivity workplace policy signed by all BID association board directors and employees,
- annual anti-harassment and inclusivity workplace training for all association board directors and employees
- annual opportunity for Board Members, assessment payers, and the general public to provide input on the performance of the nonprofit management association and their chief executive.
- establish a Conflict of Interest Code to include the requirement that all Board Members and the chief executive of the nonprofit management association file a Form 700.

Specific to your plan, I would suggest providing some (not a lot) of narrative to better articulate how each of these ideas provide meaningful accountability or meaningfully support a harassment-free and inclusive workplace. Specifically incorporating the following additional detail with respect to each would help demonstrate the organizations commitment to these ideas:

Bylaws: What are you reviewing for and at what level (staff or board)? Will a consultant be hired? Will a member with this expertise be offering support? *I think an annual review is inconsistent with best practices and over reach. Unless laws change that would impact the validity of bylaws or our organization sees fit to redraft or edit bylaws, I'm not sure why an annual review is necessary. I did a bit of research and have sat on many, many BODs and have never heard of an annual review. Here is a [link](#) that support a review every four or five years.*

Policies: When will these be signed? Before officially taking the seat? At the first meeting of the year? Will they be revisited annually and approved by an executive committee or the appropriate Board member (maybe a Vice Chair or Secretary)? *I noted this in the revised plan.*

I think the form 700 is also an overreach unless all community groups are going to be required to complete the form universally. If other government contractors are required to complete the form then, that would be helpful. For me the form is not oppressive, but I've had board members tells me they would need to pay their accountant to help with this form and they are not willing to pay out of pocket to volunteer on a BOD. Form 700 also asks about very personal financial information. We already sign COI training. I've been asking and have not gotten a response about whether we can access on behalf of our members the City's COW training. If this training is required for other City groups, then I think it is fair to as our BODs to complete this training. I, for one, would appreciate sending my board members to this online training. It's quick and good.

Training: In what ways does the diversity training you refer to cover anti-harassment and inclusivity? While I would imagine they are related and overlapping, each term does have a different meaning. Would the signed policy's be publicly available? We will offer the BID Alliance's training, but I think the training link I sent to you will be the preference for most of my board as it is on demand and approved by the State. All of our documents are publicly available.

Public Input on Performance: It's not clear which of the items you listed include a public component. While they are assessment dollars, they are also public dollars so we are looking to see what opportunities exist for the public to provide input. *Our annual report is presented to our BOD and the public each year. At this time we invite the public to comment on any aspect of our performance. Further, the public is always welcome to share their opinions, comments, ideas and complaints during any public meeting.*

Conflict of Interest Code / Form 700: I understand this was not specifically called out earlier so I wanted to draw it to your attention. *See above under policies.*

Review of Bylaws

The bylaws of a nonprofit corporation are the board's internal rules and instruction manual for how the nonprofit is governed. It may be the nonprofit's single most important document. Here are 7 reasons why you should review your bylaws for legal and internal compliance:

1. To ensure legal compliance with applicable state and federal laws.

The bylaws must be drafted with provisions consistent with applicable law. Directors who approve or observe bylaws that provide for unlawful actions or practices may be breaching their legal duties and creating exposure to the organization and themselves. Some common areas of noncompliance: voting on board actions by email; actions by written consent that fail to meet statutory requirements (e.g., California requires unanimous written consent); directors' terms in excess of those permitted by state law; committees including persons who are not directors being authorized with powers of the board.

2. To ensure legal compliance of internal governance practices.

If the bylaws require certain actions to be taken and procedures to be followed, ignoring such requirements may be a breach of the directors' legal duties and create exposure to the organization and the directors. Meetings should be held as required, notice should be given as required, elections should be held as required. A procedural defect (e.g., improper notice) could result in a dissenting director invalidating a board action (e.g., election of an officer).

3. To ensure the presence of sound governance practices.

Bylaws should contain provisions that routinize certain governance actions. For example, board elections at annual meetings rather than on the anniversary date of each and every director's election will likely be far more manageable for most organizations with self-perpetuating boards. Requiring that regular board meetings be held at least quarterly will likely help the board better meet its oversight and planning responsibilities.

4. To remove the presence of unsound governance practices.

Some provisions in bylaws may be consistent with the law but make for terrible or overly burdensome policy. A typical example of such provision is the requirement that the organization observe Robert's Rules. This requirement adds 600+ pages, updated regularly, that the board will be responsible for learning and following. Allowing a quorum to be established with less than a majority of directors then in office may be seen as encouraging directors to think of attending board meetings as optional and not critically important to meeting their duties.

5. To move certain provision to separate policy documents.

While it is appropriate to review an organization's bylaws regularly (at least every 3-5 years or whenever there is a known change in the law that might affect the governance of the organization), certain provisions that need to be modified more often may belong in a separate policy document. Descriptions of committees and task forces generally are better suited in a separate board-approved document. Detailed descriptions of employees, including the chief executive officer, also belong in employee job descriptions rather than in the bylaws.

6. To educate the board about its responsibilities.

The bylaws may describe the directors' legal duties and standard of care for observing those duties. They should cover the board's ability to delegate management to officers, committees, and others, subject to the board's oversight. The bylaws may also describe exactly whom directors may rely upon for risk mitigation purposes (hint: it's not just anyone).

7. To guide the board in meeting its responsibilities.

The bylaws should describe how often the board holds regular meetings, how it may hold special meetings to address particularly important or urgent matters, and how it can take action by written consent. They should cover how directors are selected, their terms of office, and whether there are any term limits. They should emphasize the importance for directors to attend board meetings and otherwise live up to their duties (e.g., through the establishment of an appropriate quorum requirement and removal provisions, including for attendance).

Conclusion

Reviewing the organization's bylaws is a basic part of every board's legal duties. And well-drafted bylaws will signal a well-governed organization, which will be an important factor for internal and external stakeholders, including potential directors, employees, funders, major donors, and regulators.



2021 Strategic Plan

in the time of COVID

Our Mission:

We bring business to La Jolla Village Merchants

Our Core Values:

LJVMA strives to be flexible, fluid, valuable and valued.

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Part One Organizational Excellence

led by Brett Murphy, President

Membership

Increase attendance at monthly meetings (live or virtual), election process, committees

Increase Associate Memberships

- Promote to Bird Rock/La Jolla Shores
- Seek out home based businesses
- Banks

Liaisons to other La Jolla Community Groups

Appoint only members who are active in association

Review appointments annually

Increase Volunteerism

Student/Interns

Community Members

Professionalism

BOD Ethics Training

Consistent BOD onboarding process

Alternative Revenue Ways and Means

led by Amber Anderson, Treasurer



Specific Alternate Revenue Tactics

La Jollalty Gift Card Promotion

- Bonus Bucks
- Package Hotel, Meal, Retail

Virtual Events

- Online Silent Auction
- Priceless experiences (Classes/Intimate Gatherings with celebrity chefs, authors, photographers, designers, etc.)
- Quarterly Raffles for Holiday Events

Create and Sell La Jolla Branded items

- T-shirts
- Beach Towels
- Jigsaw Puzzle
- Produce Custom Books
 - Cookbook for La Jolla
 - Coloring Book

Part Two Merchant Education and Engagement

Education

- Business Breakfasts (Virtual)
- Promote Job Board
- Promote 3rd Party online education (“Don’t reinvent the wheel.”)
- Deliver Hands on Online Education
- Social Media
- Wellness for Merchants – Highlight Village Professionals
- Work-Life Balance
- Stress Reduction
- Nutrition
- Exercise and Movement
- Promote parks, beaches and trails

Networking with Added Value

- Guest Speakers
- How to Sessions (Social Media, Hosting Virtual Events, How to Increase Business, Fundraisers as a Marketing Tool, Marketing, Funding Resources, City Services)

Block Captains

- Continue Virtual Outreach Program to keep merchants informed and connected [during COVID CRISIS]
- Assist Merchants with COVID Orders
- Create New Business Welcome Packet

Increase Value and Participation of Monthly Membership Meetings by Merging with Merchant Engagement

Increase attendance

- Reward attendance and ongoing attendance
 - Raffle for free parking for all who attend
 - Attend three meetings in a row and get a prize
- Outreach to La Jolla Shores, Bird Rock
- Reward for bringing a new person to the meeting
- Treats for those who pre-register (coffee coupons, wine, chocolates, snacks)

Enhance Content and Format

- Theme each meeting
- Virtual Game Show (La Jolla Jeopardy, La Jolla Family Feud, Bingo)
- Virtual Happy Hour with the three merchant groups (et al) quarterly to get an update and work smarter together – not harder.
- Post meeting meditation, chair yoga, etc.
- Community Networking – Make time for introductions
 - Business Spotlight each month
 - Community Spotlight each month (Showcase a La Jolla Community Group each month allowing them to share for 5 minutes)
- Interactive Icebreaker Question each meeting (One thing I love about the Village, one thing I would change, the best idea I’ve seen in other Shopping Areas, best marketing idea I’ve tried lately) this time

Part Three: Design and Ambience Ideas

<p>Storefront/Window Display Improvements</p> <ul style="list-style-type: none"> • Create Friendly Competitions with Prizes • Best looking Block Competition • Window Decorating Contests (Holidays and Beyond) • Help with window design and merchandising (Window Design Mentors) 	<p>La Jolla, MAD, City Resources and Get-it-Done App to all</p> <ul style="list-style-type: none"> • Connect with organizations working on Streetscapes • Pocket Park 	<p>Promotional Use of PROW</p> <ul style="list-style-type: none"> • Sidewalk Sales • Sidewalk Cafes • Parklets • Street Closures • Public Art <ul style="list-style-type: none"> • Seal Installations • Explore other public art • Capitalize on Murals • Photo Stops (IG worthy backgrounds, window displays, etc) 	<p>Wayfinding</p> <ul style="list-style-type: none"> • Touch Directory in the Village • Wayfinding Blade Signs 	<p>Lighting</p> <ul style="list-style-type: none"> • Explore additional holiday lights • Improve lighting overall 	<p>Sound Design - Music throughout the village</p> <ul style="list-style-type: none"> • When allowed - Live pop-up performances, encourage buskers • Recorded music
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Part Four - Marketing and Events – Big Ideas

<p>Highlight Current Marketing Magnets</p> <ul style="list-style-type: none"> • Leverage our most popular attractions (Seals, Sea Lions, Scenery) • Implement strategies to move people from the Cove to the Village 	<p>Charitable Partnering</p> <ul style="list-style-type: none"> • Partner with Local nonprofits • La Jollalty Card Fundraisers 	<p>Advance Social Media</p> <ul style="list-style-type: none"> • Use virtual events (scavenger hunts, contests, etc.) to increase social media engagement. • Add New Blog Features (Meet the Merchant, Merchants Doing Good) • Shift Event Calendar from Live to Virtual Events • Promote #mylajolla • Paid boosts for Facebook events • Social sharing links in all media newsletter • Explore Google products 	<p>Update La Jolla Village Map in Conjunction with Wayfinding</p> <ul style="list-style-type: none"> • Align with overall Wayfinding Plan • Widen distribution (hotels, concierge, park rangers, association, etc.)
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Specific Marketing & Events Tactics

On Site Marketing

- Selfie Stations in Peak Walking Areas Encourage People to tag and bring more business to the community
- Directory/Bulletin Boards outside or inside of stores to cross promote fellow merchants
- COVE Marketing
 - Coupons
 - Gifts
 - Shuttle Rides

COVID Friendly Events

- Self Guided Walking Tours (Connect with Historic Society)
- Small Business Day(s) (Buy a Bag, Get a Discount at participating stores/restaurants)
- Virtual Ribbon Cuttings (when stay-in-place order lifts; Huge Ribbon Cutting to celebrate all business which opened during COVID)
- On-line Cooking Classes
- Behind the Scenes Tours of Iconic Places (La Valencia, Grand Colonial,

Natural Resources are Natural Attractions

- Seals/Sea Lions
- Cormorants
- Collaborate
 - Galleries (Nat Geo/Mangelson/Peter Lk)
 - Environmental Groups
 - Photographers

Create/Sponsor Groups to tie into Special Interest

- Meet-up
- Social groups
- Photography
- Environmental
- Open Water Swimmers
- Foodies
- Happy Hours
- Singles
- Moms

Gift Card Program

- Bonus Bucks
- Model after successful programs

Strategic Video Marketing with Ben Roberts

- Visual Local Shopping Guide for Specific Interests
 - Families/Kids
 - Pet Lovers
 - Romantics
 - Girls Day Out
 - Foodies
 - Retail Therapy
 - Fitness

Merchant Cross promotion and collaborations

- Trade Gift Cards
- Buy this from us, get that from another merchants



2020-2021 Strategic Plan Initiatives (Modified June 2020)

Our Mission: We bring business to La Jolla Village (Merchants)

Note: COVID-19 Driven Initiatives in RED | ☑ Indicates completed

Main Street America's Four Planning Tenets				
1. ORGANIZATION	2. ECONOMIC VITALITY	3. DESIGN	4a. PROMOTION (Events)	4b. PROMOTION (Marketing & Publicity)
<p>COVID-19 Crisis Management</p> <ul style="list-style-type: none"> ☑ Use media assets to connect merchants to resources, funding opportunities, programs, ☑ Promote needs of all merchants to elected officials during budget and decision-making process ☐ Create 501 (c)3 to qualify for grants, donations not open to 501 c(6) ☑ Adjust meeting format until in person meetings can be resumed. ☑ Bring on Policy Intern to navigate changes. ☐ Prepare draft 2021-22 Budget based on 30% Decrease in BID Revenue <p>Professionalism</p> <ul style="list-style-type: none"> ☑ BOD Ethics Training ☐ Consistent BOD onboarding process <p>Membership</p> <ul style="list-style-type: none"> ☑ Increase attendance at monthly meetings (live or virtual), election process, committees ☐ Associate Membership - Actively promote Category (Bird Rock/La Jolla Shores) <p>Ways and Means</p> <ul style="list-style-type: none"> ☐ Explore new grants ☑ Sponsorship ☑ BID Compliance <p>Decrease staff costs using volunteers</p> <ul style="list-style-type: none"> ☑ Student/Interns ☑ Community Members <p>Liaisons to other La Jolla Community Groups</p> <ul style="list-style-type: none"> ☑ Appoint only members who are active in association ☑ Review appointments annually <p>Diversity and Inclusion</p> <ul style="list-style-type: none"> ☑ Create Task Force and Initiatives 	<p>Merchant Education</p> <ul style="list-style-type: none"> ☑ Business Breakfasts (Profitable Partnerships) ☑ Diversity Education ☑ Create Job Board on Website to further reach to diverse candidates ☑ Online Education ☑ Promote 3rd Party online education ("Don't reinvent the wheel.") ☑ Develop Webinar Education specific to La Jolla Village merchant needs <ul style="list-style-type: none"> ○ The Big Pivot ○ Social Media ○ Re-opening Safely <p>Block Captains</p> <ul style="list-style-type: none"> ☑ Create Virtual Outreach Program to keep merchants informed and connected during COVID CRISIS ☑ Choose Chair ☑ Assist Merchants with COVID Orders ☐ Create New Business Welcome Packet <p>Real Estate Relationships</p> <ul style="list-style-type: none"> ☑ Develop relationship with property owners, commercial real estate brokers. <p>Traffic and Parking</p> <ul style="list-style-type: none"> ☑ Continue work with parking consultant. ☑ Draft Parking Communication/Wayfinding Program 	<p>Social Distancing</p> <ul style="list-style-type: none"> ☑ Assist with Soft Streets City Plan for Street Closure ☑ Communicate Design Ideas to assist with social distancing. <p>Leverage Seals</p> <ul style="list-style-type: none"> • Create Seals on Parade Public Art project <p>Draft Place-Making/Signage</p> <ul style="list-style-type: none"> ☑ Cove ☑ Directory ☑ Parking Signage ☑ Pedestrian Signs <p>Year-Round Ambience</p> <ul style="list-style-type: none"> ☑ Ongoing relationship with MAD ☑ Promote Store-front maintenance of PROW/private owned planters, etc. ☐ Music through the village ☐ Determine future of Holiday Décor and lightline 	<p>Adjust to COVID Shutdown Orders. Shift to Virtual Events</p> <p>If Allowed:</p> <p>Duplicate successful events</p> <ul style="list-style-type: none"> • Pillage the Village • Taste of SoVillie (Fay/Pearl/La Jolla Blvd?) <p>Enjoya La Jolla- Earlier time 12-3</p> <ul style="list-style-type: none"> ☑ Family/Children's Activities ☑ Get more services involved ☑ Get merchants involved outside the Village Center (Create Highlighted Zones, ie Fitness of Fay, Upper Girard Design District, Happenings on Hershel, ☑ Secure sponsors <p>Fireworks (4th of July or New Year's?)</p> <ul style="list-style-type: none"> ☑ Pre event dining/shopping event ☑ VIP Event (Fundraiser?) <p>Standardize 3rd Party Event MOU</p> <ul style="list-style-type: none"> ☑ Invite to partnerships with LJVMA ☑ Link Merchants to Available 3rd Party Events. (if allowed) 	<p>Highlight Current Marketing Magnets</p> <ul style="list-style-type: none"> ☐ Leverage our most popular attractions (Seals, Sea Lions, Scenery) ☐ Implement strategies to move people from the Cove to the Village <p>Charitable Partnering</p> <ul style="list-style-type: none"> ☑ Partner with Local nonprofit <ul style="list-style-type: none"> ○ La Jollalty Card Fundraisers <p>Advance Social Media</p> <ul style="list-style-type: none"> ☑ Add New Blog Features (Meet the Merchant, Merchants Doing Good) ☑ Shift Event Calendar from Live to Virtual Events ☑ Promote #mylajolla ☑ Paid boosts for Facebook events ☑ Social sharing links in all media newsletter ☑ Explore Google products <p>Update La Jolla Village Map</p> <ul style="list-style-type: none"> ☐ Align with overall Wayfinding Plan ☐ Widen distribution (hotels, concierge, park rangers, association, etc.) <p>Co-op advertising (based on COVID reopening)</p> <ul style="list-style-type: none"> ☐ Tourism publications ☐ La Jollalty/Enjoya ☐ Explore radio ☐ PR consistency ☐ Intern Project ☐ Media alerts ☐ Feature Story pitching <p>La Jollalty Card/Fresh Air Business</p> <ul style="list-style-type: none"> ☑ Marketing Plan ☐ Increase Merchant Engagement