

EXHIBIT A SCOPE OF SERVICES

Scope of Work

Contractor is responsible for the deployment of City of Bend room tax funds designated for tourism promotion and tourism related facility development via Visit Bend as defined in the contract.

Operating as a full-service DMO, the Contractor is tasked with creating and placing tourism promotion content, developing Bend as a tourism destination, administering grants, performing research on industry trends, and operating a visitor center. These efforts seek to meet the needs of the local lodging industry in enhancing Bend's tourism industry while maximizing room tax revenue for the City of Bend.

General Provisions

Contractor shall provide the following services:

A. Tourism Marketing and Promotion

Contractor will place advertisements and develop content to position Bend as a tourist destination for key markets using historic trends, demographic data, and industry input to:

- Develop marketing content that highlights Bend as a tourism destination, including original photography, articles, videos, and production of an annual visitor guide
- Implement comprehensive social media and search engine optimization plans to highlight Bend as a destination and position online content in
- Identification and management of third-party subcontractors, when necessary, for the creation and placement of advertisements
- Generating earned media and serving as a first point of contact for media inquiries relating to Bend as a tourist destination
- Monitoring key performance metrics for marketing efforts, including but not limited to website traffic, newsletter open rates, and social media impact.
- Operation and maintenance of a comprehensive website highlighting Bend lodging operators, attractions, a calendar of upcoming events, and other relevant information for visitors.

B. Destination Development

Contractor will use tourism industry feedback to attract new events and group business:

- Attracting special events that bolster shoulder season tourism and align with the key tourism markets and visitor demographics identified through market research.
- Attracting group business for Bend lodging operators.
- Partnering with tourism stakeholders to identify issues impacting the industry and making targeted investments in new staff, programs, or other initiatives to address challenges.

- Identify opportunities for investment of room tax funds for tourism related facilities that drive continued growth in room tax revenue.

C. Grant Management and Oversight

Contractor will manage distribution of tourism tax funds through targeted grant programs seeking to enhance the Bend economy and invest in tourism related facilities. Contractor will be responsible for all facets of the administration of existing grants, including making funding decisions via a transparent public process, and may pursue new grant programs opportunistically.

- The Bend Cultural Tourism Fund (BCTF): Aimed at fostering increased diversity of local special event offerings in Bend through targeted funding assistance. Contractor will manage the BSF advisory board, issue funding, and maintain records to ensure completion of promised objectives under grant agreements.
- The Bend Sustainability Fund (BSF): Delivering investments in qualified new or enhanced tourism related facilities. Contractor will manage the BSF advisory board, determine project eligibility, issue funding, and maintain records to ensure completion of promised objectives under grant agreements.
- Identifying other avenues for targeted funding of initiatives that increase room tax revenue and/or enhance Bend's tourism landscape under the advisement of lodging providers, the Contractor's Board of Directors, the Bend City Council, and the community at large.

D. Industry Trends and Research

Contractor shall monitor tourism tax data and developments within the tourism industry, informing their investments and providing regular reporting on trends. Responsibilities include:

- Produce regular reports on visitation data including vacancy rates, room tax revenue, and average daily lodging rates. These reports shall be presented to the Contractor's Board of Directors at each meeting and twice annually to the Bend Economic Development Advisory Board.
- Maintain subscriptions to third party data sources providing insight into consumer trends, key markets, visitor demographics and
- Develop relationships with state and regional partners, including Travel Oregon, to identify changes in the broader tourism industry and incorporate
- Pursue new avenues for data collection and analysis on an opportunistic basis, including visitor surveys.

E. Community Responsiveness

Contractor will serve as a primary point of contact for Bend's lodging industry, the City of Bend, and the community in conversations relating to the investment of local room tax funds for tourism promotion and tourism related facilities.

- Development of an Annual Business Plan for review and approval by the Bend Economic Development Advisory Board and Bend City Council, highlighting key metrics and goals for each fiscal year. This plan will be provided for review by BEDAB in May with the Council presentation occurring no later than the first meeting in June.

- Contractor's Executive Director or designee shall attend any City Council or City Committee meetings as directed by City Council to provide updates, information, or other data on the Contractor's plans or services.
- Serving as an expert in local tourism discussions, forums and community events while providing timely responses to community questions and requests for information.
- Maintain relationships with Bend lodging operators and other industry representatives to ensure room tax funds are invested in a manner that meets industry needs and is reflected in the annual Business Plan.
- Partnering with local and regional economic development organizations, including EDCO and the Bend Chamber of Commerce, to engage on shared interests including airline service, workforce development, business tourism, etc.

F. Visitor Information Center Operations

Contractor will operate a Visitor Information Center within Bend's Downtown District or Core Area to respond to visitor inquiries and provide information on local destinations or attractions. Additional requirements include:

- Contractor will strive to ensure the Visitor Center is open to provide information and materials for walk-in visitors during the following hours, subject to staffing and seasonal adjustments based on demand: Mon-Fri, 9 a.m. to 5 p.m. and Sat-Sun, 10 a.m. to 4 p.m.
- Contractor shall provide all necessary staff, materials and services for the functioning of the Visitor Information Center.
- It is the sole responsibility of the Contractor to locate and lease this office space at their expense within their allocated budget.

G. Administrative and Management Functions

Contractor shall provide day-to-day management activities including planning, staff oversight, and hiring. Tasks include:

- Maintenance of a rainy day fund, currently held at the equivalent of 5% of the annual DMO budget.
- Subject to Contractor's organizational documents, Contractor's Board of Directors will be comprised of tourism industry stakeholders. This board will meet at least six times annually and provide oversight and management of staff and subcontractors necessary to complete this scope of work.
- Pay all direct costs of operating including, but not limited to labor; supervision and bookkeeping.

Operate under bylaws governing the organization, including but not limited to governance of the Contractor's Board of Directors and other relevant public processes related to grant management and other boards, commissions, and subcommittees, if applicable.