FY 2016 Application Cover Pages

For San Diego
Tourism Marketing District Funds

APPLICANT ORGANIZATION NAME:
San Diego Crew Classic Inc.

Mailing Address: 1875 Quivira Way, C-6, San Diego, CA 92109

Telephone: 619-225-0300  FAX: 619-225-0301
Website: www.crewclassic.org

Primary Contact Information:
Name: Darlene Disney  Title: Executive Director
Telephone 619-225-0300  FAX: 619-225-0301
Email: darlene@crewclassic.org

Website (if different from above):______________________________________________

BRIEF DESCRIPTION OF YOUR ORGANIZATION OR COMPANY:
The San Diego Crew Classic is the world’s largest annual rowing regatta held primarily for eight-oared shells (boats). Occurring in the spring, the Crew Classic heralds the start of the rowing season in the United States. Since 1973, this well-regarded event, organized by a not-for-profit organization, has showcased the city of San Diego to generations of rowers and spectators, nationally and internationally.
YOUR ORGANIZATION MISSION STATEMENT OR STATEMENT OF PURPOSE:
The San Diego Crew Classic is a 501(c)(3) nonprofit organization whose purpose is to conduct the premier spring rowing regatta in the United States while promoting the highest ideals of amateur athletics and hosting an event that is a source of pride for the citizens of San Diego. Our specific purpose for the use of TMD funds is to incrementally increase, year by year, hotel room nights consumed as a result of the regatta.

YOUR ORGANIZATION’S PROGRAMS AND SERVICES:
Briefly describe your core programs and services and describe any plans for change, growth, or reduction in the proposed year. Please limit your response to one page.

The San Diego Crew Classic is a two-day regatta of 100+ races and 4,000+ athletes – a marked increase since FY2009 when we first obtained significant TMD funding. For 2016 we expect 450 boats from 76 cities in 24 states plus Canada, Mexico, Great Britain and Hong Kong. In 2008 there were 340 boats. TMD funding has made it possible for the event’s organizers to realize the tandem goals of growing the event and creating room night demand. Because of these funds, we have been able to broaden our scope nationally and continue to attract the top-level college programs to our invitational races, which have a positive ripple effect on the entire regatta. Paramount to our success will be those efforts that grow the event’s attendance, visibility and revenue through advertising nationally as well as locally.

Each year we sharpen our focus as well as look for innovative ways to attract more out-of-towners to the event. One potential that we have identified is to increase our use of pay-per-click advertising online as it is more directed to our target audiences from out-of-town with a greater ROI for dollars spent. We’ve identified the junior market as an important growth area in the sport overall, as they attract the groups of spectators, and we are now developing targeted messages to them. In addition, our goal for 2016 is to “fill every lane” of each master’s race. The Master events have become a reunion of old teammates returning to San Diego from across the country to race against their peers. The Master competitors are the demographic that spend a significant amount of money to travel, race, and recreate in San Diego. We continue our efforts to attract the early December USRowing Annual Convention and continue to explore ways to facilitate January winter training here for collegiate programs such as that by University of Minnesota the last several years. By building on successes of our TMD-funded programs, and by adding more to the mix, we are poised to continue fulfilling the TMD’s mission of improving hotel room night consumption.
IS YOUR ORGANIZATION A NON-PROFIT ORGANIZATION?  
Yes

If Yes:

1) **Board of Directors Disclosure:** On a separate sheet, describe the roles and responsibilities of your Board of Directors and attach a roster of your current Board and Officers to the SDTMD Application.

2) **Mandatory Disclosure of Business Interests:** On a separate sheet, disclose the information following these guidelines: Pursuant to section 225 of The City Charter of the City of San Diego, California (“Charter”), all contractors and subcontractors shall make a full and complete disclosure of the name and identity of any and all persons directly or indirectly involved in any transaction funded by, or proposed to be funded by, the SDTMD and the precise nature of all interests of all persons therein. Contractor’s failure to fully disclose all of the information required by Charter section 225, or Contractor’s failure to require each of its subcontractors to fully disclose such information, shall be a default of the Agreement.

N/A

IS YOUR ORGANIZATION A FOR-PROFIT ORGANIZATION?  
No

If Yes:  **Mandatory Disclosure of Business Interests:** On a separate sheet, disclose the information following these guidelines: Pursuant to section 225 of The City Charter of the City of San Diego, California (“Charter”), all contractors and subcontractors shall make a full and complete disclosure of the name and identity of any and all persons directly or indirectly involved in any transaction funded by, or proposed to be funded by, the SDTMD and the precise nature of all interests of all persons therein. Contractor’s failure to fully disclose all of the information required by Charter section 225, or Contractor’s failure to require each of its subcontractors to fully disclose such information, shall be a default of the Agreement.
CPA REVIEW/AUDIT (Please answer the following questions)

Does your organization receive a financial audit*? Yes
If not, were unaudited financial statements prepared?
Was a copy of the audit report/financial statements submitted to the City? Yes
What period is covered by your most recent audit report/financial statements:
7/1/12 to 6/30/13
Does your Board of Directors receive and discuss the management letter from the audit report? Yes

*NOTE: Contractors receiving $75,000 or more in federal, state, City and/or SDTMD funds shall have Financial Statement Audits prepared in accordance with GAAP and audited by an independent Certified Public Accountant, in accordance with Generally Accepted Auditing Standards [GAAS]. This audit report shall include the following statements:

a) A statement of expenditure of SDTMD funds by program, to be identified in the same expenditure classifications as contained in the final budget and compared with the budgeted amounts;
b) A statement of revenues and expenditures, and a balance sheet of all funds received by Corporation; and
c) A statement certifying compliance with all terms and conditions of the SDTMD’s contract with Contractor, and that all required reports and disclosures have been submitted, completed by an executive officer of Corporation.
Contractor shall provide the SDTMD a copy of the Financial Statement Audit within 150 calendar days of the end of Contractor’s last complete fiscal year.

Will your organization receive any other public funding in FY 2016? No
If “Yes”, list funding source(s), amount of funding, and dedicated use of funds:

Is your organization applying for any other public funding in FY 2016? No
If “Yes”, list funding source(s), amount of funding requests, and proposed use of funds:
SDTMD CONTRACT COMPLIANCE (Returning Applicants only)

For the most recent fiscal year - has your organization filed quarterly reports?  No

What period is covered by your most recently submitted report: San Diego Crew Classic did not file quarterly reports with TMD this past fiscal year due to not being funded by TMD. We will submit first quarterly report in October 2015.

REQUIRED ATTACHMENTS  (Please check off prior to submittal)
The Completed Application must contain the following required documents in this order:

☐ Signed Application Cover Page
☐ EXHIBIT A: Proposed Scope of Work Narrative
☐ EXHIBIT B: Budget for Proposed Scope of Work by Category
☐ EXHIBIT B1: FY 2016 Budget Narrative By Category
☐ EXHIBIT E: Targeted Return on Investment In Hotel Room Night Revenue Worksheet
☐ EXHIBIT F: Personnel Schedule: Required for all positions being claimed against San Diego Tourism Marketing District Funds.
☐ Board of Directors List (if applicable):  List of Board of Directors including business names and addresses.
☐ Disclosure of Business Interests (if applicable):
☐ Audit Compliance Acknowledgement
☐ Accounting Compliance Acknowledgement
☐ Certificate of Good Standing: Online printout from Secretary of State and Franchise Tax Board www.ss.ca.gov/business. All required filings must be current and the status of the business / corporation must have a current “Active” status.

Authorized Signatory / Title:  Darlene Disney/Executive Director

Signature:_________________________ Date:  September 25, 2014


**Exhibit A: Proposed Scope of Work Narrative**

1) **Scope of Work:**

**A1.2 Team Payout - $100,000.00**

The team payout program continues to be the cornerstone of our growth initiative. Payouts continue to grow in importance throughout the competitive rowing landscape, and TMD funding is critical to us in keeping our program viable in the face of rising costs in other areas critical to implementation of the races. Our payout goes to the top tier collegiate men’s and women’s crews to participate in our premier, invitational races. A competitive field for these races is crucial to the overall success of the regatta. When these top crews participate, it attracts more junior and masters crews from across the country and around the world to participate. The rowing world now pays keen attention to those crews that compete in and win, the Copley Cup (men) and the Jessop-Whittier Cup (women). Crews that win these races—the first of the season—tend to do very well throughout the rest of the year, keeping reference to the San Diego Crew Classic in the media year round. These crews will stay in TMD hotels.

**A1.2 Marketing Materials and Brochures - $2,000.00**

An important aspect of our Team Payout program is getting face time with decision makers. Travel to US Rowing Annual Meeting and men’s and women’s collegiate championship events maintains and develops relationships where there is a concentration of coaches, athletic directors and parents. We distribute materials and promotion items on the Crew Classic with emphasis on how to plan the visit to San Diego in the springtime when weather is often harsh elsewhere. We work with the San Diego Tourism Authority in preparing this material.

**A1.2 Outside Contractors - $20,000.00**

A significant element of our program to attract participants and spectators is our website. Maintaining, enhancing and updating the “Visit San Diego” page of our website is essential. All brochures, direct mail, advertising, PR, and other marketing drive prospective visitors to our website. We work with the San Diego Tourism Authority to assure our images of San Diego and information are up to date. We plan to add more videos and photos and will be offering click-through to TMD hotel pages as well and enhancing our TMD hotel partners’ pages. We also promote the event and San Diego with the use of Social Media outlets such as Facebook, Twitter, Foursquare and You Tube.

**A1.2 Travel - $6,000.00**

Relationship building as described above, is a key factor in attracting coaches, crews and parents to the event. Our Executive Director, Vice President of Race Operations and Competition Committee have made great strides in delivering our message by direct contact and face-to-face conversations with top coaches and administrators. The Crew Classic presence at important events such as championships and national meetings has been appreciated and is how many coaches new to the SDCC make arrangements to bring their crews to San Diego.

**A1.4 Advertising - $29,000.00**
We will conduct national advertising for the 2016 event and renew our fully integrated marketing plan, incorporating targeted direct mail, banner ads, national print ads, and social media. We realized an increase of 5% in registration for 2013 over 2012 which was also a record year. The 4-color full-page ads run in Rowing News as well as their e-newsletter have attracted many new crews to the event. Ads in the two months before the event focus on reminding spectators to make arrangements to come play in the sun. We have identified the junior market as an important growth area, which we will continue to target as their entourages are the largest per athlete. The Masters market is also an important target area. The Masters crews tend to take full advantage of all San Diego has to offer, including the finer hotels, restaurants and tourists attractions. We are exploring and implementing a number of opportunities to build more reasons to get people to come to the event, from both the drive market, and over time, people coming from farther away. All of these added attributes will be highlighted in our marketing and advertising. We believe we are seeing the cumulative effect of this advertising.

A1.4 Agency Fees - $5,000.00
For art work for all advertising materials.

A1.4 Marketing Materials and Brochures - $3,000.00
The direct pieces have kept us front and center in many coaches’ minds as they make decisions for the rowing season. Colorful postcards emphasize good weather and good water at the beginning of the rowing season with plentiful hotel options in all categories. We also prepare electronic versions to be distributed by coaches directly to booster and parents clubs, alumni and other fans.

2) Applicant Qualifications:

As evidenced by the graph below, there is a direct correlation with TMD funding and our ability to successfully market and increase hotel nights. With the return of TMD funding in 2015, we expect a dramatic increase in room nights.

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The San Diego Crew Classic is positioned as the premier spring regatta and the start of the rowing season. In our advertising beginning in FY2011, we used the tagline, “The Rowing Season Starts Here.” Coaches, not wanting to be left out of this important early race, are beginning to work on their schedules 18 months out in order to secure a spot.

The sport of rowing continues its growth spurt, with many cities using their tourism tax dollars to support new race venues. Oklahoma City and Sarasota are both making headways in providing events and facilities for rowers at all levels. However, thanks in part to the TMD funding which has helped get the word out, the course on beautiful Mission Bay, and the spectacular weather, San Diego remains the standard bearer for a unique experience and for how a regatta is meant to be run. While we did not have the advantage of advertising for 2014 that we did previously, we hope there will be
residual affect and the out of town number will again climb for 2015. Our goal is to meet and/or exceed our 2012 levels.

3) **Budget Assumptions for use of Tourism Marketing District Funds:**

We request support to resume efforts in:

- $32,000 advertising ($29,000 for ads, $3,000 for art work)
- $3,000 direct mail
- $2,000 marketing materials and brochures
- $20,000 website development and social media

We request support for ads in national magazines and on websites with national and international reach, coupled with direct mail, and with website support of these advertising efforts. The appeal is to come to San Diego and stay in TMD hotels to enjoy the racing on spectacular Mission Bay with warm weather when it is chilly in many of our target areas and to visit local attractions.

- $100,000 team payout, which we know provides direct TMD hotel room for 1200 athletes plus their entourages – we know that top teams attract other teams
- $6,000 travel to assure face time with those in positions to make decisions about participating in the Crew Classic

4) **Targeted Return on Investment (ROI) in TMD Hotel Room Nights:**

Projected Revenue for FY2016: $1,340,730  
ROI: 8.13:1 
Who: Hotels within the TMD  
When: The Regatta takes place on the last weekend of March, with pickup throughout the week before and into the following week.  
Where: The majority of our competitors and out of town spectators stay in Mission Bay, Mission Valley/Hotel Circle, Pacific Beach, Point Loma, Old Town and Kearney Mesa.  
How: We have agreements with more than 20 hotels which provide courtesy room blocks for our competitors and spectators. In most cases, the hotels provide us room night numbers. We also ask each crew at registration to tell us how long and where they are staying and how many spectators have traveled with them.

5) **Progress / Success Measurement and Timing:**

Along with verify pickup reports from the room blocks (see above, Item 4, “How”) plans for tracking successes include:

- Spectator survey on site and online
- Participant survey at registration on site and online
- Coaches’ survey and interviews post-event
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<th>San Diego Crew Classic, Inc.</th>
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<th>A 1.2 Tourism Development - Travel &amp; Trade</th>
<th>A 1.3 Group Meeting Direct Marketing</th>
<th>A 1.4 Consumer Direct Sales &amp; Marketing Programs</th>
<th>Total A Budget</th>
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<td>Office supplies</td>
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<td>Outside services</td>
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<td>Total Overhead Expenses</td>
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## Indirect Cost Allocation Worksheet

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<th>Organization Name</th>
<th>San Diego Crew Classic</th>
</tr>
</thead>
</table>

### Budget Category

<table>
<thead>
<tr>
<th>TMD Direct Expenses <em>(exhibit B - page 1)</em></th>
<th>Total Budget</th>
<th>Less: Inapplicable Adjustments</th>
<th>Modified Total Direct Cost Base</th>
<th>Overhead Rate %</th>
<th>Allocated G&amp;A Dollar</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1.1</td>
<td>$120,000.00</td>
<td>(120,000.00)</td>
<td>0.00</td>
<td>7%</td>
<td>$1</td>
</tr>
<tr>
<td>A1.2</td>
<td>(24,000.00)</td>
<td>(24,000.00)</td>
<td>0.00</td>
<td>7%</td>
<td>-</td>
</tr>
<tr>
<td>A1.3</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>7%</td>
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<tr>
<td>A1.4</td>
<td>17,000.00</td>
<td>(17,000.00)</td>
<td>0.00</td>
<td>7%</td>
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<tr>
<td>A1.5</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>7%</td>
<td>-</td>
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<tr>
<td>B</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>7%</td>
<td>-</td>
</tr>
</tbody>
</table>

### Non-TMD direct program expenses

<table>
<thead>
<tr>
<th>TMD Direct</th>
<th>$150,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less: Inapplicable Adjustments</td>
<td>(150,000.00)</td>
</tr>
<tr>
<td>Modified Total Direct Cost Base</td>
<td>11,000.00</td>
</tr>
<tr>
<td>Overhead Rate %</td>
<td>100%</td>
</tr>
<tr>
<td>Allocated G&amp;A Dollar</td>
<td>$ -</td>
</tr>
</tbody>
</table>

### Total Direct Cost Budget

<table>
<thead>
<tr>
<th>Total Direct Cost Budget</th>
<th>$165,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less: Inapplicable Adjustments</td>
<td>(165,000.00)</td>
</tr>
<tr>
<td>Modified Total Direct Cost Base</td>
<td>11,000.00</td>
</tr>
<tr>
<td>Overhead Rate %</td>
<td>100%</td>
</tr>
<tr>
<td>Allocated G&amp;A Dollar</td>
<td>$ -</td>
</tr>
</tbody>
</table>

### Allowable Overhead Costs *(exhibit B - page 2, column C)*

<table>
<thead>
<tr>
<th>Allowable Overhead Costs</th>
<th>$ -</th>
</tr>
</thead>
</table>

### Unallowable Overhead Costs *(exhibit B - page 2, column B)*

<table>
<thead>
<tr>
<th>Unallowable Overhead Costs</th>
<th>$ -</th>
</tr>
</thead>
</table>

### Total Organizational budget

| Total Organizational budget | $165,000.00 |

Overhead rate: percentage of individual budget category line to total direct cost budget.

Allocated G&A: Individual budget category indirect rate multiplied by total allowable indirect costs.
## EXHIBIT B1
**BUDGET NARRATIVE BY CATEGORY**

**FY 2016**

<table>
<thead>
<tr>
<th>ORGANIZATION NAME:</th>
<th>San Diego Crew Classic, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>TMD Funds: CATEGORY A:</td>
<td>$165,000</td>
</tr>
<tr>
<td>TMD Funds: CATEGORY B:</td>
<td>$DMO</td>
</tr>
<tr>
<td>TOTAL TMD FUNDS A + B:</td>
<td>$165,000</td>
</tr>
</tbody>
</table>

**ORGANIZATION'S TOTAL ANNUAL BUDGET (TMD + PRIVATE SOURCE):** $1,000,000 Approx

### CATEGORY A

**BUDGET NARRATIVE BY SUB-CATEGORY:**

<table>
<thead>
<tr>
<th>A1.1 Hotel Meeting Sales:</th>
<th>TMD FUNDS:</th>
<th>$0</th>
</tr>
</thead>
<tbody>
<tr>
<td>NARRATIVE (of budget line items):</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A1.2 Event Mgmt. / Group Sales Development:</th>
<th>TMD FUNDS:</th>
<th>$128,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>NARRATIVE (of budget line items):</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**$100,000 Team Payout** – To attract top collegiate teams that attract other collegiate and junior entries, which build room nights.

**$2,000 Marketing Materials & Brochures** – When we travel to championships and meetings where we have face time with potential participant coaches and club reps, leaving them with a promotional piece encouraging them to come to San Diego is vital.

**$20,000 Outside Contractors** – Our website is a critical element in supporting all of our marketing efforts to get participants to come – all promotions drive people to our website. This expense is to maintain and enhance our website with more videos and photos,
review/rewrite content to make it keyword rich, update forms and maps, enhance live streaming, and enhance our Hotel and Visit San Diego pages.

$6,000 Travel – Relationship building and face time described above is a key factor in attracting coaches, crews and parents to come to the event. Crew Classic presence at the rowing events, in the form of staff and volunteer leaders, is important to attracting and maintaining awareness of our event which is in a location outside the traditional rowing hot spots of the Northwest and Atlantic coast. We are competing now with new venues in Oklahoma and Florida which have better course than ours.

A1.3 Tourism Development/Travel Trade: TMD FUNDS: $0
NARRATIVE (of budget line items):

A1.4 Group Meeting Direct Marketing: TMD FUNDS: $37,000
NARRATIVE (of budget line items):
$29,000 Advertising – We hope to continue national advertising effort we had in 2009-2014, incorporating targeted direct mail, web banner ads and other web and e-newsletter advertising, national print ads, and full social media marketing.

$5,000 Advertising Agency Fees – Designer fees for all materials and ads.

$3,000 Marketing Materials and Brochures – Direct mail pieces have kept us in front of decision makers as they decide which competitions to attend. Colorful postcards emphasize good weather and good water at the beginning of the rowing season with plentiful hotel options in all categories. We prepare electronic version for coaches to distribute to boosters encouraging out-of-town spectators.
A1.5 Consumer Direct Sales & Marketing:  
TMD FUNDS:  $ 0  

NARRATIVE (of budget line items):

CATEGORY B (For DMO)  
BUDGET NARRATIVE:  

B: General TV / Radio Broadcast & Outdoor Media:  
TMD FUNDS*:  $ 0  

*EXPENSE BREAKDOWN:  
- ADVERTISING FUNDS:  
  $__________________________  
- ADVERTISING AGENCY FEES:  
  $__________________________  
- PERSONNEL SALARY & WAGES  
  $__________________________  
- OTHER:  
  $__________________________  

NARRATIVE (of budget line items):
# EXHIBIT E

## ROI FOR SDTMD FUNDS

### FY 2016

**ORGANIZATION / PROGRAM NAME:** San Diego Crew Classic, Inc.

**TMD BENEFIT CATEGORIES:**
- **MAIN CATEGORY (List one):** A1.2 Event Management & Group Sales Dev.
- **PROGRAM CATEGORIES (List all that apply):** A1.2, A1.4

## FY 2016 TARGETED ROI WORKSHEET

*All ROI results for awarded TMD funds will be subject to a third-party audit.*

<table>
<thead>
<tr>
<th>TMD FUNDS REQUESTED</th>
<th>$A 165,00</th>
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<table>
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<tr>
<th>DATES OF EVENT OR PROMOTION</th>
<th>March 28-29, 2015</th>
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<table>
<thead>
<tr>
<th>HISTORIC AVERAGE DAILY RATE (ADR) for EVENT OR PROMO DATES*</th>
<th>$148.97</th>
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*Use San Diego City ADR in TMD Hotel Room Night Revenue from Smith Travel Research / SDTA (formerly ConVis)*

<table>
<thead>
<tr>
<th>Number of TMD Room Nights Historically Generated by Event or Promotion</th>
<th>8,500</th>
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</table>

<table>
<thead>
<tr>
<th>Total Estimated TMD Room Night Revenue @ above ADR</th>
<th>$1,266,245</th>
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</table>

<table>
<thead>
<tr>
<th>Number of NEW TMD Room Nights Generated by Event or Promotion **</th>
<th>500</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>Total Estimated NEW TMD Room Night Revenue @ above ADR</th>
<th>$74,485</th>
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</table>

<table>
<thead>
<tr>
<th>TOTAL ESTIMATED SAN DIEGO CITY TMD ROOM NIGHTS (combined)</th>
<th>9000</th>
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</table>

<table>
<thead>
<tr>
<th>TOTAL ESTIMATED SD CITY TMD ROOM NIGHT REVENUE (combined)</th>
<th>$1,340,730</th>
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</thead>
</table>

**TOTAL RETURN ON INVESTMENT**

Total TMD Room Night Revenue Generated : TMD Funds Requested

\[
\frac{B}{A} : 1 \quad 8.13 : 1
\]
Media Impressions

Media impressions, roughly 1,000,000,000
Print and electronic media including web-based. Editorial and advertising. Broad coverage in local market via radio, TV and print.
Event attendees: 22,000 impressions
Printed Program: 33,000 impressions
Rowing News Ads: 40,000 circulation, multiplier of 7 equals 280,000
DVDs of each race: 50,000 impressions
Live Streaming to 80 countries: 56,000+ impressions
YouTube: multiple postings
www.crewclassic.org: 2 million+ hits during event

Many of the outlets that cover the San Diego Crew Classic run advance stories; and they run stories and results over the two-day period (Sunday and Monday).
This range from local papers and electronic media to USA Today, Seattle Times, Boston Globe, New York Times and others.
We have 50 colleges and universities participating and most of their newspaper and websites carry advance stories as well as coverage and posting of results.
Regional television covers the event with in-studio and on-site coverage.
Approximately 110 organizations participate – each has a website and carries information about the participations and results. Most have several e-blasts encouraging their supporters to attend.
Many colleges and universities refer to the San Diego Crew Classic with photos and text in their media guides as a tool to recruit athletes.
The San Diego Crew Classic is mentioned several times on the website of the Head of the Charles Regatta, the largest regatta in the world.
Rowing website www.row2k.com carries photos, stories and results

<table>
<thead>
<tr>
<th>MEDIA IMPRESSIONS &amp; BROADCAST EXPOSURE (If Applicable):</th>
<th>EXHIBIT E ROI FOR SDTMD FUNDS FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Broadcast Media (attach separate page if necessary)</td>
<td>See Attached</td>
</tr>
<tr>
<td>National / Regional Broadcast Media (attach separate page if necessary)</td>
<td>See Attached</td>
</tr>
<tr>
<td>Web / Social / Digital Media (attach separate page if necessary)</td>
<td>See Attached</td>
</tr>
<tr>
<td>Position Name/Contact Info</td>
<td>Primary Role</td>
</tr>
<tr>
<td>---------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>BOARD OFFICERS &amp; EXEC COMMITTEE</strong></td>
<td><em>Specific positons appointed by the Board of Directors</em></td>
</tr>
</tbody>
</table>
| President, Chair | 1) *General supervision, direction and control of the business and affairs of the corporation*  
2) *Preside at all meetings of the members and directors*  
3) *Other powers and duties as may be prescribed from time to time by the Board of Directors*  
4) *Liaise with Board to drive mission and strategic planning, delegate and empower other toward success*  
5) *Primary contact with Executive Director* | **Chris Swan**  
2668 Ocean Street  
Carlsbad, CA 92007  
(O) 619-295-2965  
(M) 619-572-4358  
[chris.swan@crewclassic.org](mailto:chris.swan@crewclassic.org) |
| Vice President (Marketing & Communications) | 1) *Prepare and manage annual mar/com calendar and budget*  
2) *Coordinate/meet/manage marketing related individuals*  
3) *Drive marketing strategy, review/approve ALL media for quality assurance*  
4) *Lead and manage the Marketing Team* | **Lisa Roth**  
645 Front Street, #1808  
San Diego, CA 92101  
(O) 619-283-3500  
(M) 619-846-9499  
[lisa@crewclassic.org](mailto:lisa@crewclassic.org) |
| Vice President (Shore Operations) | 1) *Absence or disability of the president, the vice presidents shall perform all the duties of the president and in so acting shall have all of the powers of the president*  
2) *Have such other powers and perform such other duties as* | **Michelle Schooler**  
5461 Caminito Vista Lujo  
San Diego, CA 92130  
(O) 619-400-4017  
(M) 858-353-2166  
[michelle@crewclassic.org](mailto:michelle@crewclassic.org) |
<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibilities</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| **Vice President** (Water Operations) | 1) Absence or disability of the president, the vice presidents shall perform all the duties of the president and in so acting shall have all the powers of the president  
    2) Have such other powers and perform such other duties as may be prescribed from time to time by the Board of Directors  
    3) Lead and manage the Water Ops group with focus on smooth operations, conservation of financial resources and coarse safety | Duke Robinson  
939 Scott Street  
San Diego, CA 92106  
(M) 619-225-0954  
dukerobinson@aol.com |
| **Vice President** (Race Operations) | 1) Absence or disability of the president, the vice presidents shall perform all the duties of the president and in so acting shall have all the powers of the president  
    2) Have such other powers and perform such other duties as may be prescribed from time to time by the Board of Directors  
    3) Race schedule and results  
    4) Lead and manage the Race Ops group  
    5) Race interface with all entities | Luke Walton  
405 Bay Meadows Way  
Solana Beach, CA 92075  
(M) 858-231-5267  
wilton.luke@gmail.com |
| **Vice President & Treasurer** | 1) Absence or disability of the president, the vice presidents shall perform all the duties of the president and in so acting shall have all the powers of the president  
    2) Have such other powers and perform such other duties as may be prescribed from time to time by the Board of Directors | Dan O’Neill  
963 Candlelight Place  
La Jolla, CA 92037  
(M) 619-885-1961  
dano@crewclassic.org |
<table>
<thead>
<tr>
<th>Position</th>
<th>Duties</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| **Secretary**      | 1) Keep a full and complete record of the proceedings of the corporation  
2) Keep the seal of the corporation and affix it to such papers and instruments as may be required in the regular course of business  
3) Make service of such notices as may be necessary or proper  
4) Supervise the keeping of the records of the corporation  
5) Discharge such other duties of the office as are prescribed by the Board of Directors | Beth O'Shea  
3758 Jewell Street  
San Diego, CA 92109  
(O) 619-260-4243  
(M) 717-226-8830  
beth.oshea@crewclassic.org |
| **President-Elect**| 1) Have such other powers and perform such other duties as may be prescribed from time to time by the Board of Directors  
2) Shadow and learn President responsibilities  
3) Help with special projects | Open |
| **Past-President** | 1) Provide historical background, especially regarding significant successes and failures  
2) Allow the current board to run things as they see fit, contemporaneously, with no interference  
3) Help with special projects | Sean Jenkins  
3961 Scott Drive  
Carlsbad, CA 92008  
(O) 858-779-9112  
(M) 858-405-9956  
seanjenkins@crewclassic.org |

**BOARD**  
All corporate power shall be with the **BOARD DIRECTORS**
<table>
<thead>
<tr>
<th>DIRECTORS</th>
<th>exercised y or under the authority of and the business and affairs of the corporation shall be controlled by the Board of Directors</th>
</tr>
</thead>
</table>
| Trophy (Race Operations) | 1) *Keep track of all trophies and ensure they are returned each year*  
2) *Order sufficient medals for all the final races*  
3) *Organize the trophy tent operations and ensure signage for trophies, sign-out sheets for trophies and other paperwork is prepared*  
4) *Oversee the smooth running of winning teams to receive their trophy/medals*  
5) *Train volunteers for beach runners and have an announcer for both day of racing*  
*Open* |
| Brunch Committee Chair | 1) *Responsible for Brunch and CC Board liaison*  
2) *Create an event to better engage members of the community to attend and financially support the SDCC*  
3) *Present an event that generates significant revenue and serves to thank sponsors and donors*  
*Susan Rezner*  
P.O. Box 9135  
San Diego, CA 92169  
(H) 858-488-2532  
(M) 858-336-6474  
supoore@aol.com |
| Registrar (Race Operations) | 1) *Supervise Registration/Information tent at the event*  
2) *Register competitors on site*  
3) *Disseminate information to public and competitors*  
4) *Organize and delegate registration tent to effectively cover registration booth, weigh-ins and official’s needs*  
*Sharon Little*  
701 Kettner Blvd., #208  
San Diego, CA 92101  
(H) 619-234-0052  
(M) 619-961-5776  
sharonlittle@cox.net |
| Beach Master (Race Operations) | 1) *Manage Athlete’s Area (corrals/paddocks, trailer facilities)*  
*Jim Simon*  
6103 Kerch Street  
San Diego, CA 92115 |
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2) <strong>Maintain replete with adequate security</strong>&lt;br&gt;3) <strong>Bow numbers, stern markers and pinnies; office onsite assistance for breakage</strong>&lt;br&gt;4) <strong>Manage volunteers</strong>&lt;br&gt;5) <strong>Facilitate safe shore to water traffic and transitions</strong></td>
<td>(H) 619-287-9464&lt;br&gt;(M) 619-890-9464&lt;br&gt;<a href="mailto:jacsfam82@cox.net">jacsfam82@cox.net</a></td>
</tr>
</tbody>
</table>
AUDIT COMPLIANCE ACKNOWLEDGEMENT:

Contractors receiving $75,000 or more in federal, state, city and/or SDTMD funds shall have Financial Statement Audits prepared in accordance with GAAP and audited by an independent Certified Public Accountant, in accordance with Generally Accepted Auditing Standards (GAAS). This audit report shall include the following statements:

a) A statement of expenditure of SDTMD Funds by program, to be identified in the same expenditure classifications as contained in the final budget and compared with the budgeted amounts.

b) A statement of revenues and expenditures, and a balance sheet of all funds received by Corporations; and

c) A statement certifying compliance with all terms and conditions of the SDTMD’s contract with Contractor, and that all required reports and disclosures have been submitted, completed by an executive officer of the Corporation.

Contractor shall provide the SDTMD a copy of the Financial Statement Audit with 150 calendar days of the end of Contractor’s last complete fiscal year.

I have read and understand the Audit Compliance Acknowledgement:

Darlene Disney
Name: Printed/Typed

____________________________________                                   September 25, 2014
Name: Signature                               Date
San Diego Crew Classic

City of San Diego

EQUAl OpiNION ContrActING (EOC)
1010 Second Avenue • Suite 500 • San Diego, CA 92101
Phone: (619) 533-4464 • Fax: (619) 533-4474

WORK FORCE REPORT

ADMINISTRATIVE

The objective of the Equal Employment Opportunity Outreach Program, San Diego Municipal Code Sections 22.3501 through 22.3517, as to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to unlawful
discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising,
layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are
required to provide a completed Work Force Report (WFR).

CONTRACTOR IDENTIFICATION

Type of Contractor:
☐ Construction ☐ Vendor/Supplier ☐ Financial Institution ☐ Lessee/Lessor
☐ Consultant ☐ Grant Recipient ☐ Insurance Company ☐ Other

Name of Company: San Diego Crew Classic, Inc.

AKA/DBA: San Diego Crew Classic

Address (Corporate Headquarters, where applicable): 1875 Quivira Way, C-6

City San Diego County San Diego State CA Zip 92109

Telephone Number: (619) 225-0300 FAX Number: (619) 225-0301

Name of Company CEO: Darlene Disney

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

City __________________________ County __________________________ State ___________ Zip ___________

Telephone Number: __________________________ FAX Number: (____)

Type of Business: Non Profit Corporation Type of License: __________________________

The Company has appointed: Darlene Disney

as its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate, and enforce equal
employment and affirmative action policies of this company. The EEOO may be contacted at:

Address: same as above

Telephone Number: (____) FAX Number: (____)

☑ One San Diego County (or Most Local County) Work Force - Mandatory
☐ Branch Work Force *
☐ Managing Office Work Force

Check the box above that applies to this WFR.

*Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.

I, the undersigned representative of San Diego Crew Classic (First Name)

San Diego (County) CA (State)

hereby certify that information provided

herein is true and correct. This document was executed on this ___________ day of ___________ , 2002014.

Authorized Signature

Darlene Disney (Print Authorized Signature)
**WORK FORCE REPORT**  
NAME OF FIRM: San Diego Crew Classic  

OFFICE(S) or BRANCH(ES): 1875 Quivira Way, C-6  
COUNTY: San Diego  

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

1. Black, African-American  
2. Hispanic, Latino, Mexican-American, Puerto Rican  
3. Asian, Pacific Islander  
4. American Indian, Eskimo  
5. Filipino  
6. White, Caucasian  
7. Other ethnicity; not falling into other groups

<table>
<thead>
<tr>
<th>OCCUPATIONAL CATEGORY</th>
<th>(1) Male</th>
<th>(2) Female</th>
<th>(3) Asian</th>
<th>(4) American Indian</th>
<th>(5) Filipino</th>
<th>(6) White, Caucasian</th>
<th>(7) Other Ethnicity</th>
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<tbody>
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<td>Management &amp; Financial</td>
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<tr>
<td>A&amp;E, Science, Computer</td>
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<td>Operative Workers</td>
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<td>Laborers*</td>
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</tbody>
</table>

*Construction laborers and other field employees are not to be included on this page.

<table>
<thead>
<tr>
<th>Totals Each Column</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Total All Employees</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Non-Profit Organizations Only:

<table>
<thead>
<tr>
<th>Board of Directors</th>
<th>5 : 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteers</td>
<td></td>
</tr>
<tr>
<td>Artists</td>
<td></td>
</tr>
</tbody>
</table>

EDC Work Force Report Inv. 08/04

2 of 2

Consultant Services
### San Diego Crew Classic

**WORK FORCE REPORT - Page 3**

**NAME OF FIRM:** San Diego Crew Classic  
**OFFICE(S) or BRANCH(ES):** San Diego, CA 92109  
**COUNTY:** San Diego

**INSTRUCTIONS:** For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnicity categories listed in columns below:

1. Black, African-American
2. Hispanic, Latino, Mexican-American, Puerto Rican
3. Asian, Pacific Islander
4. American Indian, Eskimo
5. Filipino
6. White, Caucasian
7. Other ethnicity; not falling into other groups

<table>
<thead>
<tr>
<th>TRADE OCCUPATIONAL CATEGORY</th>
<th>(1) Black</th>
<th>(2) Filipino</th>
<th>(3) Asian</th>
<th>(4) American Indian</th>
<th>(5) Filipino</th>
<th>(6) White</th>
<th>(7) Other Ethnicity</th>
</tr>
</thead>
<tbody>
<tr>
<td>(M)</td>
<td>(F)</td>
<td>(M)</td>
<td>(F)</td>
<td>(M)</td>
<td>(F)</td>
<td>(M)</td>
<td>(F)</td>
</tr>
</tbody>
</table>

- Brick, Block or Stone Masons
- Carpenters
- Carpet, Floor & Tile Installers/Finishers
- Cement Masons, Concrete Finishers
- Construction Laborers
- Drywall Installers, Ceiling Tile Inst
- Electricians
- Elevator Installers
- First-Line Supervisors/Managers
- Glaziers
- Helpers, Construction Trade
- Millwrights
- Misc. Const. Equipment Operators
- Pavers, Masons & Maintenance
- Pipers, Plumbers, Pipe & Steam Fitters
- Plasterers & Stucco Masons
- Roofers
- Security Guards & Surveillance Officers
- Sheet Metal Workers
- Structural Metal Fabricators & Fitters
- Welders, Soldering & Brazing Workers
- Workers, Extractive Crafts, Miners

**Totals Each Column**

| (M) | (F) | (M) | (F) | (M) | (F) | (M) | (F) | (M) | (F) |

**Grand Total All Employees:** 0

- Indicate By Gender and Ethnicity the Number of Asian Employees Who Are Disabled
- Disabled:
Business Entity Detail

Data is updated to the California Business Search on Wednesday and Saturday mornings. Results reflect work processed through Friday, September 19, 2014. Please refer to Processing Times for the received dates of filings currently being processed. The data provided is not a complete or certified record of an entity.

<table>
<thead>
<tr>
<th>Entity Name:</th>
<th>SAN DIEGO CREW CLASSIC, INC.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entity Number:</td>
<td>CD764085</td>
</tr>
<tr>
<td>Date Filed:</td>
<td>03/05/1976</td>
</tr>
<tr>
<td>Status:</td>
<td>ACTIVE</td>
</tr>
<tr>
<td>Jurisdiction:</td>
<td>CALIFORNIA</td>
</tr>
<tr>
<td>Entity Address:</td>
<td>1875 QUIVIRA WAY C-6</td>
</tr>
<tr>
<td>Entity City, State, Zip:</td>
<td>SAN DIEGO CA 92109</td>
</tr>
<tr>
<td>Agent for Service of Process:</td>
<td>MARTHA SHUMAKER</td>
</tr>
<tr>
<td>Agent Address:</td>
<td>1875 QUIVIRA WAY C-6</td>
</tr>
<tr>
<td>Agent City, State, Zip:</td>
<td>SAN DIEGO CA 92109</td>
</tr>
</tbody>
</table>

* Indicates the information is not contained in the California Secretary of State's database.

- If the status of the corporation is “Surrender,” the agent for service of process is automatically revoked. Please refer to California Corporations Code section 23114 for information relating to service upon corporations that have surrendered.
- For information on checking or reserving a name, refer to Name Availability.
- For information on ordering certificates, copies of documents and/or status reports or to request a more extensive search, refer to Information Requests.
- For help with searching an entity name, refer to Search Tips.
- For descriptions of the various fields and status types, refer to Field Descriptions and Status Definitions.
State of California
Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME:
SAN DIEGO CREW CLASSIC FOUNDATION

FILE NUMBER: C1565935
FORMATION DATE: 01/31/1990
TYPE: DOMESTIC NONPROFIT CORPORATION
JURISDICTION: CALIFORNIA
STATUS: ACTIVE (GOOD STANDING)

I, DEBRA BOWEN, Secretary of State of the State of California, hereby certify:

The records of this office indicate the entity is authorized to exercise all of its powers, rights and privileges in the State of California.

No information is available from this office regarding the financial condition, business activities or practices of the entity.

IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of September 11, 2014.

DEBRA BOWEN
Secretary of State

NP-25 (REV 1/2017)