



AGENDA

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors Agenda

Wednesday, January 15, 2020

8:30am

Vespera on Ocean

147 Stimson Ave, Pismo Beach, CA 93449

1. CALL TO ORDER
2. PUBLIC COMMENT (On Non-Agenda Items)

ANNOUNCEMENTS	C. Davison
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CONSENT AGENDA - <i>motion required</i>	C. Davison
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3. Approval of November 20, 2019 Board Meeting Minutes
4. Approval of November Visit SLO CAL Financials
5. Approval of December Visit SLO CAL Financials
Staff will request Board approval of the November 20, 2019 Board Meeting Minutes and the November and December Visit SLO CAL Financials.

CEO REPORT	C. Davison
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6. CEO Report (10 min)
Staff will provide an update on current projects and areas of focus for the months ahead.

BUSINESS ITEMS	C. Davison
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7. FY2019/20 Budget Re-Forecast (25 min) – *motion required*
Staff will request Board approval of Visit SLO CAL's FY2019/20 budget re-forecast.
8. Board Member Nominating Committee (5 min) – *motion required*
The Board will discuss the composition of an ad-hoc board member nominating committee and make appointments to this committee.
9. Coraggio Group Engagement Update (15 min)
Staff will provide an update on Visit SLO CAL's engagement with Coraggio Group, including a calendar of events and a follow-up discussion on the composition of the Strategic Planning Team.
10. Destination Management Strategy Implementation & Next Steps (20 min) – *motion required*
Staff will discuss next steps on the Destination Management Strategy implementation, including the facilitation of implementation workshops, and will request Board approval.
11. Visit California – California Welcome Center Proposals & Next Steps (20 min) – *motion required*
Staff will discuss the proposals and presentations received for the California Welcome Center in SLO CAL, and will ask the Board to make a selection.

12. Marketing Update (10 min)

Staff will provide an update on key marketing initiatives.

ADJOURN.

Brown Act Notice: Each speaker is limited to two minutes of public comment for items not on the agenda. Public comment for each agenda item will be called for separately and is also limited to 2 minutes per speaker. State law does not allow the board to discuss or take action on issues not on the agenda, except that members of the board may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the board to follow-up on such items and/or place them on the next board agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Board of Directors.

ADA Notice: Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Brendan Pringle at (805)541-8000 at least 48 hours prior to the meeting.



MINUTES

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors Meeting Minutes

Wednesday, November 20, 2019

8:30am

Inn at Morro Bay

60 State Park Rd, Morro Bay, CA 93442

1. CALL TO ORDER: Clint Pearce

PRESENT: Alma Ayon, Jed Bickel, Mark Eads, Jim Hamilton, Jay Jamison, Toni LeGras, Hemant Patel, Nipool Patel, Clint Pearce, Victor Popp, Amar Sohi

ABSENT: Kathy Bonelli, Aaron Graves, Sam Miller

STAFF PRESENT: Chuck Davison, Brooke Burnham, Derek Kirk, Brendan Pringle

Call to Order at 8:36 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

Davison announced that Brendan Pringle was promoted from Operations Manager to Director of Operations on November 1, 2019. The next Advisory Committee Meeting is scheduled for Thursday, December 5, 2019 from 3-5pm at the Embassy Suites; all Board members are encouraged to attend. Davison asked the Board to save the date for the Beginning of Year Bash on Tuesday, January 14 at 5:30pm, which is scheduled to coincide with the last Board of Supervisors hearing for the Tourism Marketing District (TMD) renewal.

CONSENT AGENDA

3. Approval of September 18, 2019 Board Meeting Minutes
4. Approval of September Visit SLO CAL Financials
5. Approval of October Visit SLO CAL Financials
6. Approval of Resolution to Update Bank Account Signature Cards
7. Approval of Resolution to Renew Line of Credit

Davison noted that the update to the bank account signature cards includes the current roster of Executive Committee members and the President & CEO, and that the line of credit would be renewed at \$250k with Bank of the Sierra, and lists the Executive Committee as signers. Board action on the September and October Visit SLO CAL Financials, the Resolution to Update Bank Account Signature Cards and the Resolution to Renew Line of Credit would be a ratification of previous Executive Committee action.

Public Comment – None.

Board Discussion.

ACTION: Moved by N. Patel/Hamilton to approve the Consent Agenda as presented.

Motion carried: 11:0

CEO REPORT

8. CEO Report

Davison reviewed U.S. Travel's Travel Trends Index for September 2019 vs. September 2018, as well as the September TOT report. He reported out on the key takeaways and forecast from the Southern California Visitor Industry Outlook Conference, attended by Pringle on October 1, 2019, and the Central Coast Economic Forecast on November 8, 2019. Visit SLO CAL hosted its Industry Educational Symposium on October 23, 2019, which attracted 102 attendees. Davison noted that the event was professionally recorded and the videos and presentation decks from the event were shared via email and are available on the Resources page of SLOCAL.com. He provided an update on Visit California's Referendum effort and encouraged support for its renewal. He reviewed the results of the FY2018/19 Year-End Stakeholder Satisfaction Survey, and expressed concern about the lack of Board response and outreach. He reported out on his upcoming travel schedule.

Public Comment – None.

Board Discussion.

BUSINESS ITEMS

9. Destination Management Strategy Work Plan

Kirk reminded the Board that the Destination Management Strategy (DMS) Work Plan is an ever-evolving document that will change and develop in the coming years as the community gets deeper into the process. At the current time, staff is requesting that the Board approve the DMS Work Plan in concept, and not asking the Board to allocate resources, prioritize recommendations or finalize partners and ownership. He outlined the contents of the Work Plan, and noted that Visit SLO CAL is recommending renaming the document "Experience SLO CAL 2050" as a new and aspirational name to give the community something to look towards as Visit SLO CAL seeks participation for the completion of the recommendations. He detailed the recommendations that would be 1) driven and owned by Visit SLO CAL, 2) developed and coordinated in partnership with Visit SLO CAL, and 3) championed by Visit SLO CAL. He also detailed the draft, high-level projected lifetime financial resources and activation timelines for each recommendation and reviewed the scope that would be completed by Visit SLO CAL staff for each recommendation. He clarified that the activation of recommendations will be prioritized by the Board of Directors in March 2020. Kirk reviewed next steps. Davison noted that Visit SLO CAL began its destination management process prior to both LA Tourism and Visit California, and applauded the Board for its foresight and industry leadership in initiating this major effort. Kirk added that Visit SLO CAL wants the community to have ownership of the DMS as well.

Public Comment – None.

Board Discussion. Bickel requested that the re-branding of the Destination Management Strategy to "Experience SLO CAL 2050" be revisited. Davison noted that staff would take this recommendation back for consideration, and added that the subtag on the strategy would be "a Destination Management Strategy."

ACTION: Moved by Sohi/Bickel to approve the DMS Work Plan in concept, with the recommendation that the re-branding of the Destination Management Strategy be revisited at a future meeting.

Motion carried: 11:0

10. Spartan Race Sponsorship

Davison outlined an opportunity for Visit SLO CAL to sponsor the Spartan Race in SLO CAL. He provided an overview of the opportunity, noting that it aligns with Visit SLO CAL's Active Adventurer persona and the Signature Events recommendation in the DMS. He reviewed the metrics and sponsorship benefits to Visit SLO CAL, as well as the draft activation costs. He noted that Spartan would be looking for a three-year commitment, but Visit SLO CAL would establish that this would only be acceptable in the event that the TMD is renewed and if the Spartan Race delivers on contracts and established expectations. Visit SLO CAL would provide up to \$60k cash and in-kind sponsorship to the Spartan Race in lieu of sponsoring Amgen's Tour of California, which will not be occurring in 2020. Davison noted that based on the short timeline necessary to move forward, on October 14, the Executive Committee approved allowing the President & CEO to enter into contract negotiations with Spartan Race, establishing a total cash and in-kind sponsorship of up to \$60k. Terms have been agreed to, the sponsorship agreement is being finalized, and the request to the Board would be to ratify the Executive Committee's action.

Public Comment. Gordon Jackson, City of Pismo Beach, asked to confirm that this event was taking place in March. Melissa Colon, Pacifica Hotels, requested specific dates. Davison responded that the race would occur mid-March (March 14-15, 2020).

Board Discussion.

ACTION: Moved by Eads/Popp to ratify the October 14, 2019 Executive Committee approval to allow the President & CEO to enter into contract negotiations with Spartan Race, establishing a sponsorship of \$60k total cash and in-kind, for an event at Santa Margarita Ranch, replacing the 2020 sponsorship of the Amgen Tour of California.

Motion carried: 11:0

11. Coraggio Group Engagement

Davison noted that during the Tourism Marketing District (TMD) Renewal process, there were requests from communities to help inform the Business & Marketing Plan and usage of the additional 0.5 percent funding post-renewal, including one letter sent by a city to the Board of Supervisors with their resolution. He said that the TMD Renewal process left some scar tissue in areas like Paso Robles, where some strategic partners (Chamber, PRWCA and select leadership of Travel Paso) did not support the renewal. Based on Visit SLO CAL's organizational value of Collaboration, and in the effort to bring communities together in line with the Visit SLO CAL funnel, staff has worked with Coraggio Group to concept next steps. Davison described Coraggio Group's strong reputation in the county, and proposed that Coraggio lead the planning process going into Strategic Direction 2023 (post-TMD renewal), where communities would have a say in the process, but the Board of Directors would have the final vote. He outlined Coraggio Group's three-phase process, which would build buy-in with investors and stakeholders, and assist them in understanding the timing and mechanics of additional TMD funding. He also noted the investment costs of the proposed engagement. Additionally, Davison requested Board direction on the amount of time, energy and resources to spend engaging with partners who are not supportive of the renewal of the TMD.

Public Comment. Gordon Jackson, City of Pismo Beach, commended the effort to plan Strategic Direction 2023, and noted that the Strategic Direction 2020 gave DMOs an understanding of Visit SLO CAL's direction.

Board Discussion. LeGras and Ayon both noted that engaging those who were not supportive of the renewal is important, and Ayon requested resources to explain the specific benefit to B&Bs who were opposed to the assessment from the TMD renewal. Popp explained some of the reasons behind resistance in Paso Robles. Sohi noted that the amount of effort to engage with resistant partners should be minimal and Visit SLO CAL should focus on its work.

ACTION: Moved by LeGras/Sohi to approve the President & CEO entering into contract negotiations with Coraggio Group for post-renewal planning and the development of Strategic Direction 2023, of which work would begin after January 15, 2019, post-TMD renewal.

Motion carried: 11:0

12. Staffing Update

Davison provided an update on staffing. Visit SLO CAL publicly announced on October 16, 2019 that its VP of Marketing, Brooke Burnham, will be transitioning off the team December 20, 2019 to seek new opportunities. At its October 14, 2019 meeting, the Executive Committee approved the contracting of Searchwide as the recruiter for this role. Also, based on Searchwide's recommendation, they approved elevating the role to Chief Marketing Officer (CMO) to compete for the best talent and approved adjusting the salary to account for talent needed and cost-of-living in SLO CAL. Staff is asking the Board to ratify this action at this meeting. Davison reported that initial interest has been strong, with three interviews conducted thus far, and noted that he expects a CMO in the seat by mid-January. Davison also updated the Board on three new hires: Kim Caldwell, Digital Marketing Coordinator, began November 18, 2019; Kelly Brickey, Communications Coordinator & Film Commission Liaison, will begin December 2, 2019; and Ashley Mastako, Partner Engagement Manager, will begin December 16, 2019. All three roles were replacements of former team members who had departed. He also noted that Visit SLO CAL is close to hiring a new Office Coordinator, and that interviews are underway for the Communications Manager role, after the Madison Quiring resigned from this role on November 6. At their October 14, 2019 meeting, the Executive Committee approved presenting three staffing additions to the Board for inclusion in the budget re-forecast (presented at the January 15, 2019 meeting), post-final Board of Supervisors hearing on January 14, 2019: 1) Sales Manager, 2) Executive Assistant, 3) Graphic Designer. Davison outlined the rationale behind adding these new positions.

Public Comment. Melissa Colon, Pacifica Hotels, asked if there were KPIs outlined for the Sales Manager role and if the position was reporting to the Director of Travel Trade. Davison noted yes to both.

Board Discussion.

ACTION: Moved by N. Patel/LeGras to ratify the October 14, 2019 Executive Committee approval to allow the President & CEO to contract Searchwide as the recruiter for the CMO position at suggested increased salary, as approved by the Executive Committee.

Motion carried: 11:0

ACTION: Moved by N. Patel/LeGras to add three new positions – Executive Assistant, Sales Manager and Graphic Designer to the FY2019/2020 budget re-forecast, as recommended by the Executive Committee.

Motion carried: 11:0

13. Visit California - California Welcome Center

Davison provided an update on the Visit California – California Welcome Center (CWC) in Pismo Beach. Visit SLO CAL has had discussions with Visit California (VCA) about securing the CWC in SLO CAL after Simon Group Properties announced they were planning to close the CWC. With the Executive Committee's approval at their October 14, 2019 meeting, Visit SLO CAL agreed to commit financial resources of up to \$90,000 annually to keep the CWC open, based on meeting criteria that would be established by Visit SLO CAL. Simon Group Properties has since decided they are no longer interested in staffing the CWC and closed it, effective October 29, 2019. Visit SLO CAL emailed all of the local DMO partners on November 4, 2019, asking if any would like to consider opening a CWC in their community. Visit SLO CAL will be requesting business plans and funding proposals from any interested destination partners. Should Visit SLO CAL provide financial sponsorship, it would create its own standard operating requirements, in addition to VCA's contractual requirements for operators.

Public Comment. Gordon Jackson, City of Pismo Beach, described some of the history behind the California Welcome Center in Pismo Beach, and noted that, recently, Simon Group Properties had lost interest in managing the CWC.

Board Discussion.

ACTION: Moved by Hamilton/Bickel to allow the President & CEO to negotiate on behalf of Visit SLO CAL to keep the California Welcome Center in SLO CAL, including sponsorship funding, with conditions, up to \$90,000 annually, as approved by the Executive Committee.

Motion carried: 10:1
LeGras opposed.

14. TMD Renewal Update

Davison provided an update on the TMD renewal process, noting that since the County released the petition on August 1, 2019, Visit SLO CAL has collected petitions representing more than 600 lodging properties. Countywide petitions received in support total 73.18% (a super-majority), which doesn't include a number of petitions that are yet to be counted. Davison noted that the County has said that future petitions will not be added to the total percentage of petitions since the required threshold has already been exceeded. He provided an update on recent meetings, noting that the Pismo Beach City Council voted unanimously to adopt a resolution for the renewal on October 15, 2019, and that all other jurisdictions have unanimously approved resolutions. Visit SLO CAL has met with all County supervisors, all of which are very supportive. The Resolution of Intent was approved by the Board of Supervisors on November 14, 2019, opening up the process at the County level. He reviewed the upcoming schedule of Board of Supervisors hearings, and noted that Civitas, Visit SLO CAL's legal counsel for the TMD renewal, will be present for the second and third hearings (on December 10, 2019 and January 14, 2020, respectively). At this time, Visit SLO CAL will not provide a formal presentation at any of the hearings, but will rather be in attendance to answer any questions or frame discussions. He encouraged all Committee members to attend the final Board of Supervisors hearing on January 14, 2020, and noted that he would advise them of our placement on the agenda when it is posted the Thursday before the meeting.

Public Comment – None.

Board Discussion.

15. Marketing Update

In the interest of time, the slides for Item #15 were included in the digital agenda packet. Davison added that Visit SLO CAL is working with Miles Partnership on a \$100k Expedia ad buy for January to March, to counter the softening of the market during these shoulder season months.

Davison also noted that the January 15, 2020 Board of Directors meeting will be held at the Vespera on Ocean in Pismo Beach, and outlined the key agenda items.

ADJOURNMENT

ACTION: Moved by Pearce/N.Patel to adjourn at 10:46 am.

San Luis Obispo County
Visitors & Conference Bureau
2019-2020 Financial Summary - November

Income	This Month	Budgeted for Month	MTD Variance	MTD Actual v. Budget %	MTD % of Total Income/Expenses	FISCAL YTD	Budget YTD	YTD Variance	YTD Actual v. Budget %	YTD % of Total Income/Expenses
Web & Ticket Revenue	\$ 931	\$ 850	\$ 81	110%	0.33%	\$ 4,494	\$ 6,125	\$ (1,631)	73%	0.21%
Co-op Revenue	\$ 6,953	\$ 13,333	\$ (6,381)	52%	2.45%	\$ 32,055	\$ 43,167	\$ (11,111)	74%	1.50%
Interest Income	\$ 2,206	\$ 1,814	\$ 392	122%	0.78%	\$ 12,478	\$ 8,545	\$ 3,933	146%	0.58%
TMD Income										
Collected from Prior Year Assessments	\$ -	\$ -	\$ -	100%	0.00%	\$ 2,188	\$ 20,000	\$ (17,813)	11%	0.10%
SLO County Unincorporated	\$ 95,261	\$ 95,261	\$ -	100%	33.56%	\$ 625,225	\$ 625,225	\$ -	100%	29.22%
SLO City	\$ 54,826	\$ 54,826	\$ -	100%	19.31%	\$ 354,433	\$ 354,433	\$ -	100%	16.56%
Pismo Beach	\$ 68,547	\$ 68,547	\$ -	100%	24.15%	\$ 525,521	\$ 525,521	\$ -	100%	24.56%
Morro Bay	\$ 16,899	\$ 16,899	\$ -	100%	5.95%	\$ 178,101	\$ 178,101	\$ -	100%	8.32%
Paso Robles	\$ 49,117	\$ 49,117	\$ -	100%	17.30%	\$ 288,709	\$ 288,709	\$ -	100%	13.49%
Arroyo Grande	\$ 6,460	\$ 6,460	\$ -	100%	2.28%	\$ 48,390	\$ 48,390	\$ -	100%	2.26%
Atascadero **	\$ -	\$ -	\$ -	100%	0.00%	\$ 45,089	\$ 45,089	\$ -	100%	2.11%
Grover Beach	\$ 3,033	\$ 3,033	\$ -	100%	1.07%	\$ 20,200	\$ 20,200	\$ -	100%	0.94%
Adjustment for Actual TMD Collected	\$ (20,356)	\$ -	\$ (20,356)	100%	-7.17%	\$ 2,989	\$ -	\$ 2,989	100%	0.14%
Total TMD Income	\$ 273,787	\$ 294,143	\$ (20,356)			\$ 2,090,843	\$ 2,105,667	\$ (14,824)		
Total Income	\$ 283,876	\$ 310,140	\$ (26,264)	92%	100.00%	\$ 2,139,871	\$ 2,163,503	\$ (23,632)	99%	100.00%
** District pays quarterly										
Expenses										
Contingency Reserve	\$ 13,736	\$ 14,750	\$ (1,014)	93%	4.00%	\$ 104,767	\$ 105,496	\$ (729)	99%	5.95%
G&A	\$ 19,531	\$ 24,281	\$ (4,750)	80%	5.69%	\$ 121,484	\$ 141,582	\$ (20,098)	86%	6.90%
Industry Research and Resources	\$ 24,598	\$ 26,763	\$ (2,166)	92%	7.16%	\$ 95,872	\$ 161,028	\$ (65,156)	60%	5.45%
Travel Trade	\$ 41,537	\$ 37,076	\$ 4,461	112%	12.10%	\$ 121,453	\$ 138,286	\$ (16,833)	88%	6.90%
Communications	\$ 17,771	\$ 26,619	\$ (8,848)	67%	5.17%	\$ 113,879	\$ 129,744	\$ (15,864)	88%	6.47%
Advertising	\$ 148,103	\$ 136,762	\$ 11,341	108%	43.13%	\$ 924,523	\$ 972,962	\$ (48,440)	95%	52.53%
Promotions	\$ 2,460	\$ 3,683	\$ (1,222)	67%	0.72%	\$ 12,248	\$ 13,750	\$ (1,502)	89%	0.70%
Events	\$ 42,251	\$ 33,808	\$ 8,444	125%	12.30%	\$ 57,201	\$ 51,839	\$ 5,362	110%	3.25%
Digital Marketing	\$ 19,901	\$ 24,660	\$ (4,759)	81%	5.80%	\$ 111,563	\$ 134,718	\$ (23,155)	83%	6.34%
Film Commission	\$ -	\$ 5,539	\$ (5,539)	0%	0.00%	\$ 814	\$ 16,770	\$ (15,956)	5%	0.05%
Engagement & Advocacy	\$ 13,518	\$ 19,762	\$ (6,244)	68%	3.94%	\$ 96,290	\$ 146,923	\$ (50,633)	66%	5.47%
Total Expenses	\$ 343,406	\$ 353,702	\$ (10,297)	97%	100.00%	\$ 1,760,094	\$ 2,013,098	\$ (253,004)	87%	100.00%
Surplus(Deficit)	\$ (59,529)	\$ (43,562)	\$ (15,967)	137%		\$ 379,777	\$ 150,406	\$ 229,371	253%	

Cash Flow

Surplus (Deficit)	\$ (59,529)	\$ 379,777
Beginning Cash Balance	\$ 1,943,871	\$ 1,583,994
Change in Accounts Receivable	\$ 299,406	\$ 273,718
Change in Accrued Expenses	\$ (19,061)	\$ 169,416
Change in Prepaid Expenses	\$ 57,394	\$ (132,339)
Change in Accounts Payable	\$ 5,876	\$ (137,642)
Change in Reserve Contingency	\$ 13,736	\$ 104,767

Ending Cash Balance

\$ 2,241,692

Contingency Reserve - 5% of Cumulative Revenue

\$ (894,197)

Liability on Balance Sheet

Net Available Cash

\$ 1,347,496

Notes:

- \$60k deficit for November (\$16k larger deficit than budgeted). \$380k surplus year-to-date (\$229k larger surplus than budgeted).

- All TMD amounts accrued through September have been collected.

- Monies received from partners to help fund initiatives (co-op) are now being recorded as Income, versus a credit to Expenses as they have been recorded in the past.

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of November 30, 2019

	Nov 30, 19	Nov 30, 18	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	947,924.73	1,232,555.26	-284,630.53	-23.1%
1020 · Bank of the Sierra - Membership	276,702.34	212,571.17	64,131.17	30.2%
1030 · Morgan Stanley - TMD	812,848.50	547,218.63	265,629.87	48.5%
1040 · Morgan Stanley - Membership	105,833.75	101,334.21	4,499.54	4.4%
Total Checking/Savings	2,143,309.32	2,093,679.27	49,630.05	2.4%
Accounts Receivable				
1200 · Accounts Receivable	636,971.79	870,071.62	-233,099.83	-26.8%
Total Accounts Receivable	636,971.79	870,071.62	-233,099.83	-26.8%
Other Current Assets				
1320 · Prepaid Rent	4,369.95	4,369.95	0.00	0.0%
1340 · Workman's Comp Deposit	744.40	367.00	377.40	102.8%
1350 · Prepaid Expenses	186,710.99	90,953.29	95,757.70	105.3%
1330 · Employee Advances	60.52	232.00	-171.48	-73.9%
1499 · Undeposited Funds	98,383.12	0.00	98,383.12	100.0%
Total Other Current Assets	290,268.98	95,922.24	194,346.74	202.6%
Total Current Assets	3,070,550.09	3,059,673.13	10,876.96	0.4%
Fixed Assets				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	31,747.44	31,747.44	0.00	0.0%
1410 · Furniture & Fixtures	102,213.07	102,213.07	0.00	0.0%
1415 · Leasehold Improvements	71,766.15	71,766.15	0.00	0.0%
1425 · Office Equipment	19,488.10	19,488.10	0.00	0.0%
Total 1400 · Fixed Assets	225,214.76	225,214.76	0.00	0.0%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-17,156.17	-17,156.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-10,765.00	-10,765.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-2,987.00	-2,987.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-15,556.00	-15,556.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-46,464.17	-46,464.17	0.00	0.0%
Total Fixed Assets	178,750.59	178,750.59	0.00	0.0%
Other Assets				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	15,750.00	0.00	0.0%
Total 1600 · Intangibles	15,750.00	15,750.00	0.00	0.0%
Total Other Assets	15,750.00	15,750.00	0.00	0.0%
TOTAL ASSETS	3,265,050.68	3,254,173.72	10,876.96	0.3%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	200,663.20	184,306.69	16,356.51	8.9%
Total Accounts Payable	200,663.20	184,306.69	16,356.51	8.9%
Credit Cards				
2060 · American Express Credit Card	16,709.01	5,164.19	11,544.82	223.6%
Total Credit Cards	16,709.01	5,164.19	11,544.82	223.6%
Other Current Liabilities				
2070 · Accrued Liabilities	166,409.56	153,180.31	13,229.25	8.6%
2010 · Deferred Revenue	4,000.00	9,975.00	-5,975.00	-59.9%
2100 · Payroll Liabilities				
2115 · Company ETT Payable	0.28	0.00	0.28	100.0%
2125 · Company FUTA Payable	1.65	0.00	1.65	100.0%
2135 · Company SUI Payable	13.48	0.00	13.48	100.0%
2160 · Health Insurance Withheld	-976.01	-525.16	-450.85	-85.9%
Total 2100 · Payroll Liabilities	-960.60	-525.16	-435.44	-82.9%
Total Other Current Liabilities	169,448.96	162,630.15	6,818.81	4.2%

6:49 PM

12/11/19

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of November 30, 2019

	Nov 30, 19	Nov 30, 18	\$ Change	% Change
Total Current Liabilities	386,821.17	352,101.03	34,720.14	9.9%
Total Liabilities	386,821.17	352,101.03	34,720.14	9.9%
Equity				
3120 · Reserved Earnings	894,196.72	676,285.31	217,911.41	32.2%
3130 · Retained Earnings	1,604,255.37	1,522,038.79	82,216.58	5.4%
Net Income	379,777.42	703,748.59	-323,971.17	-46.0%
Total Equity	2,878,229.51	2,902,072.69	-23,843.18	-0.8%
TOTAL LIABILITIES & EQUITY	3,265,050.68	3,254,173.72	10,876.96	0.3%

San Luis Obispo County
Visitors & Conference Bureau
2019-2020 Financial Summary - December

Income	This Month	Budgeted for Month	MTD Variance	MTD Actual v. Budget %	MTD % of Total Income/ Expenses	FISCAL YTD	Budget YTD	YTD Variance	YTD Actual v. Budget %	YTD % of Total Income/ Expenses
Web & Ticket Revenue	\$ 1,273	\$ 850	\$ 423	150%	0.42%	\$ 5,767	\$ 6,975	\$ (1,208)	83%	0.24%
Co-op Revenue	\$ 7,500	\$ 12,833	\$ (5,333)	58%	2.46%	\$ 39,555	\$ 56,000	\$ (16,445)	71%	1.62%
Interest Income	\$ 1,025	\$ 1,814	\$ (788)	57%	0.34%	\$ 13,503	\$ 10,359	\$ 3,145	130%	0.55%
TMD Income										
Collected from Prior Year Assessments	\$ -	\$ -	\$ -	100%	0.00%	\$ 2,188	\$ 20,000	\$ (17,813)	11%	0.09%
SLO County Unincorporated	\$ 75,681	\$ 75,681	\$ -	100%	24.78%	\$ 700,906	\$ 700,906	\$ -	100%	28.66%
SLO City	\$ 59,317	\$ 59,317	\$ -	100%	19.42%	\$ 413,749	\$ 413,749	\$ -	100%	16.92%
Pismo Beach	\$ 55,704	\$ 55,704	\$ -	100%	18.24%	\$ 581,226	\$ 581,226	\$ -	100%	23.77%
Morro Bay	\$ 29,251	\$ 29,251	\$ -	100%	9.58%	\$ 207,352	\$ 207,352	\$ -	100%	8.48%
Paso Robles	\$ 38,541	\$ 38,541	\$ -	100%	12.62%	\$ 327,250	\$ 327,250	\$ -	100%	13.38%
Arroyo Grande	\$ 7,119	\$ 7,119	\$ -	100%	2.33%	\$ 55,509	\$ 55,509	\$ -	100%	2.27%
Atascadero **	\$ 29,597	\$ 29,597	\$ -	100%	9.69%	\$ 74,686	\$ 74,686	\$ -	100%	3.05%
Grover Beach	\$ 2,261	\$ 2,261	\$ -	100%	0.74%	\$ 22,460	\$ 22,460	\$ -	100%	0.92%
Adjustment for Actual TMD Collected	\$ (1,814)	\$ -	\$ (1,814)	100%	-0.59%	\$ 1,175	\$ -	\$ 1,175	100%	0.05%
Total TMD Income	\$ 295,658	\$ 297,471	\$ (1,814)			\$ 2,386,501	\$ 2,403,138	\$ (16,637)		
Total Income	\$ 305,456	\$ 312,968	\$ (7,512)	98%	100.00%	\$ 2,445,327	\$ 2,476,472	\$ (31,145)	99%	100.00%
** District pays quarterly										
Expenses										
Contingency Reserve	\$ 14,847	\$ 14,916	\$ (70)	100%	3.94%	\$ 119,613	\$ 120,412	\$ (798)	99%	5.60%
G&A	\$ 21,432	\$ 21,796	\$ (364)	98%	5.69%	\$ 142,916	\$ 163,378	\$ (20,462)	87%	6.69%
Industry Research and Resources	\$ 18,598	\$ 23,382	\$ (4,784)	80%	4.94%	\$ 114,470	\$ 184,411	\$ (69,941)	62%	5.36%
Travel Trade	\$ 34,725	\$ 31,876	\$ 2,849	109%	9.23%	\$ 156,626	\$ 170,162	\$ (13,537)	92%	7.33%
Communications	\$ 21,142	\$ 17,069	\$ 4,073	124%	5.62%	\$ 135,021	\$ 146,813	\$ (11,792)	92%	6.32%
Advertising	\$ 212,434	\$ 96,052	\$ 116,382	221%	56.44%	\$ 1,136,957	\$ 1,069,014	\$ 67,943	106%	53.20%
Promotions	\$ 3,259	\$ 3,145	\$ 114	104%	0.87%	\$ 15,506	\$ 16,895	\$ (1,388)	92%	0.73%
Events	\$ 1,794	\$ 1,633	\$ 162	110%	0.49%	\$ 58,996	\$ 53,472	\$ 5,524	110%	2.76%
Digital Marketing	\$ 25,481	\$ 27,290	\$ (1,809)	93%	6.77%	\$ 137,044	\$ 162,008	\$ (24,964)	85%	6.41%
Film Commission	\$ 4,659	\$ 5,101	\$ (442)	91%	1.24%	\$ 5,473	\$ 21,871	\$ (16,398)	25%	0.26%
Engagement & Advocacy	\$ 18,032	\$ 18,176	\$ (145)	99%	4.79%	\$ 114,322	\$ 165,099	\$ (50,777)	69%	5.35%
Total Expenses	\$ 376,403	\$ 260,437	\$ 115,966	145%	100.00%	\$ 2,136,944	\$ 2,273,535	\$ (136,591)	94%	100.00%
Surplus(Deficit)	\$ (70,947)	\$ 52,532	\$ (123,478)	-135%		\$ 308,383	\$ 202,937	\$ 105,446	152%	

Cash Flow

Surplus (Deficit)	\$ (70,947)	\$ 308,383
Beginning Cash Balance	\$ 2,246,034	\$ 1,583,994
Change in Accounts Receivable	\$ 44,482	\$ 318,200
Change in Accrued Expenses	\$ (46,004)	\$ 123,412
Change in Prepaid Expenses	\$ (22,604)	\$ (154,942)
Change in Accounts Payable	\$ (24,493)	\$ (157,346)
Change in Reserve Contingency	\$ 14,847	\$ 119,613

Ending Cash Balance

\$ 2,141,314 \$ 2,141,314

Contingency Reserve - 5% of Cumulative Revenue

\$ (909,043) \$ (909,043)

Liability on Balance Sheet

Net Available Cash

\$ 1,232,271 \$ 1,232,271

Notes:

- \$71k deficit for December (\$123k larger deficit than budgeted), \$308k surplus year-to-date (\$105k larger surplus than budgeted).

- All TMD amounts accrued through October have been collected.

- Monies received from partners to help fund initiatives (co-op) are now being recorded as Income, versus a credit to Expenses as they have been recorded in the past.

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of December 31, 2019

	Dec 31, 19	Dec 31, 18	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	879,592.30	1,464,558.01	-584,965.71	-39.9%
1020 · Bank of the Sierra - Membership	277,896.30	221,063.27	56,833.03	25.7%
1030 · Morgan Stanley - TMD	813,737.78	548,656.12	265,081.66	48.3%
1040 · Morgan Stanley - Membership	105,933.03	101,708.74	4,224.29	4.2%
Total Checking/Savings	2,077,159.41	2,335,986.14	-258,826.73	-11.1%
Accounts Receivable				
1200 · Accounts Receivable	592,489.75	623,301.29	-30,811.54	-4.9%
Total Accounts Receivable	592,489.75	623,301.29	-30,811.54	-4.9%
Other Current Assets				
1320 · Prepaid Rent	4,369.95	4,369.95	0.00	0.0%
1340 · Workman's Comp Deposit	744.40	367.00	377.40	102.8%
1350 · Prepaid Expenses	209,368.02	107,225.13	102,142.89	95.3%
1330 · Employee Advances	7.26	0.00	7.26	100.0%
1499 · Undeposited Funds	64,154.99	0.00	64,154.99	100.0%
Total Other Current Assets	278,644.62	111,962.08	166,682.54	148.9%
Total Current Assets	2,948,293.78	3,071,249.51	-122,955.73	-4.0%
Fixed Assets				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	31,747.44	31,747.44	0.00	0.0%
1410 · Furniture & Fixtures	102,213.07	102,213.07	0.00	0.0%
1415 · Leasehold Improvements	71,766.15	71,766.15	0.00	0.0%
1425 · Office Equipment	19,488.10	19,488.10	0.00	0.0%
Total 1400 · Fixed Assets	225,214.76	225,214.76	0.00	0.0%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-17,156.17	-17,156.17	0.00	0.0%
1510 · Furrn. & Fixt. Accum. Depr.	-10,765.00	-10,765.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-2,987.00	-2,987.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-15,556.00	-15,556.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-46,464.17	-46,464.17	0.00	0.0%
Total Fixed Assets	178,750.59	178,750.59	0.00	0.0%
Other Assets				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	15,750.00	0.00	0.0%
Total 1600 · Intangibles	15,750.00	15,750.00	0.00	0.0%
Total Other Assets	15,750.00	15,750.00	0.00	0.0%
TOTAL ASSETS	3,142,794.37	3,265,750.10	-122,955.73	-3.8%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	177,553.59	181,392.91	-3,839.32	-2.1%
Total Accounts Payable	177,553.59	181,392.91	-3,839.32	-2.1%
Credit Cards				
2060 · American Express Credit Card	20,114.16	6,104.40	14,009.76	229.5%
Total Credit Cards	20,114.16	6,104.40	14,009.76	229.5%
Other Current Liabilities				
2070 · Accrued Liabilities	124,085.85	49,234.79	74,851.06	152.0%
2010 · Deferred Revenue	0.00	7,920.00	-7,920.00	-100.0%
2100 · Payroll Liabilities				
2105 · 401K Deferred Savings Liability	880.85	0.00	880.85	100.0%
2115 · Company ETT Payable	7.44	0.00	7.44	100.0%
2125 · Company FUTA Payable	44.61	0.00	44.61	100.0%
2135 · Company SUI Payable	364.34	0.00	364.34	100.0%
2160 · Health Insurance Withheld	-1,938.35	-525.13	-1,413.22	-269.1%
Total 2100 · Payroll Liabilities	-641.11	-525.13	-115.98	-22.1%
Total Other Current Liabilities	123,444.74	56,629.66	66,815.08	118.0%

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of December 31, 2019

	Dec 31, 19	Dec 31, 18	\$ Change	% Change
Total Current Liabilities	321,112.49	244,126.97	76,985.52	31.5%
Total Liabilities	321,112.49	244,126.97	76,985.52	31.5%
Equity				
3120 · Reserved Earnings	909,043.26	691,830.32	217,212.94	31.4%
3130 · Retained Earnings	1,604,255.37	1,522,038.79	82,216.58	5.4%
Net Income	308,383.25	807,754.02	-499,370.77	-61.8%
Total Equity	2,821,681.88	3,021,623.13	-199,941.25	-6.6%
TOTAL LIABILITIES & EQUITY	3,142,794.37	3,265,750.10	-122,955.73	-3.8%

DRAFT

San Luis Obispo County
Visitors & Conference Bureau
Fiscal Year 2019-2020 Budget - Reforecasted

Income	Total 19/20 Re-forecasted Budget	Total 19/20 Original Budget	Variance	Percent Change
Web & Ticket Revenue	\$ 20,667	\$ 21,875	\$ (1,208)	-6%
Co-op Revenue	\$ 66,555	\$ 90,500	\$ (23,945)	-26%
Interest Income	\$ 25,058	\$ 21,913	\$ 3,145	14%
TMD Income				
Collected from Prior Year Assessments	\$ 2,188	\$ 20,000	\$ (17,813)	-89%
SLO County Unincorporated	\$ 1,258,115	\$ 1,258,115	\$ -	0%
SLO City	\$ 843,910	\$ 792,995	\$ 50,915	6%
Pismo Beach	\$ 1,068,015	\$ 1,043,736	\$ 24,279	2%
Morro Bay	\$ 356,121	\$ 356,121	\$ -	0%
Paso Robles	\$ 641,377	\$ 608,791	\$ 32,586	5%
Arroyo Grande	\$ 107,834	\$ 99,959	\$ 7,875	8%
Atascadero	\$ 139,289	\$ 139,289	\$ -	0%
Grover Beach	\$ 40,441	\$ 40,441	\$ -	0%
Adjustment for Actual TMD Collected	\$ 16,175	\$ -	\$ 16,175	100%
Total TMD Income	\$ 4,473,465	\$ 4,359,447	\$ 114,018	3%
Total Income	\$ 4,585,746	\$ 4,493,735	\$ 92,011	2%
Reserve Allocation *	\$ 431,136	\$ -	\$ 431,136	100%
Available to Spend	\$ 5,016,882	\$ 4,493,735	\$ 523,147	12%
Expenses				
Contingency Reserve	\$ 224,217	\$ 218,482	\$ 5,734	3%
G&A	\$ 318,023	\$ 300,048	\$ 17,975	6%
Industry Research and Resources	\$ 288,831	\$ 372,736	\$ (83,906)	-23%
Travel Trade	\$ 377,991	\$ 365,347	\$ 12,644	3%
Communications	\$ 346,998	\$ 335,232	\$ 11,766	4%
Advertising	\$ 2,492,547	\$ 1,973,367	\$ 519,180	26%
Promotions	\$ 35,773	\$ 32,091	\$ 3,681	11%
Events	\$ 196,025	\$ 168,833	\$ 27,192	16%
Digital Marketing	\$ 347,240	\$ 321,810	\$ 25,430	8%
Film Commission	\$ 29,998	\$ 43,325	\$ (13,327)	-31%
Engagement & Advocacy	\$ 358,982	\$ 356,261	\$ 2,721	1%
Total Expenses	\$ 5,016,624	\$ 4,487,534	\$ 529,091	12%
Surplus(Deficit)	\$ 257	\$ 6,201	\$ (5,944)	-96%

Notes:

* Reserve allocation previously approved by the Board of Directors.



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RESONANCE

resonanceco.com

December 12, 2019

VISIT SLOCAL DESTINATION MANAGEMENT STRATEGY PROFESSIONAL SERVICES AGREEMENT ADDENDUM No. 3

The following sets forth an update to the Professional Services Agreement executed between Visit SLOCAL and Resonance Consultancy LLLP in February 2018 for the Destination Management Strategy.

Resonance and Visit SLOCAL have agreed to add the following Activities.

Stage 13: Destination Management Strategy Implementation Workshops and Forum

The Professional Fees to complete the project can be summarized as follows:

Activity	Chris Fair	Richard Cutting-Miller	Staff	
Stage 13: Destination Management Strategy Implementation Workshops and Forum:				
Resonance will prepare and facilitate four regional implementation workshops (approx. one half day each) to identify “owners” for the non-Visit SLOCAL DMS recommendations and actions. The implementation workshops will identify and encourage leadership and community buy-in for the non-VSC items.				
Resonance will prepare and facilitate a county-wide forum for partners to review and consider the DMS recommendations and actions, and learn how they can engage, pledge and sign-up to participate in the implementation process.				
Workshop Preparation and Facilitation	20 hours	20 hours	8 hours	
Forum Preparation and Facilitation	12 hours	12 hours	8 hours	
Subtotal	\$9,600.00	\$9,600.00	\$2,400.00	



	Total				\$21,600.00
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Out-of-pocket expenses including travel to the Workshops and the Forum are additional and will be billed at cost (estimated at \$4,000).

Resonance will bill 50% of the phase upon commencement and report on hours incurred upon each phase's completion. As stated in the original Contract, a Substantial Change is defined as any change to the scope or workplan, as set forth in the Proposal, requested by VISIT SLO CAL, verbally or in writing, which results in actual registered professional hours greater than or equal to 5% of estimated project hours for any particular Phase and/or the project in total. Upon agreement with Visit SLOCAL for fees incurred to complete the phase, the balance of fees will be invoiced.

Please indicate your agreement to these changes with your signature below.

Best regards,

Chris Fair
President
Resonance Consultancy

DRAFT

Chuck Davison
President & CEO
Visit SLO CAL

The logo features a central sunburst composed of yellow rays. Below the sunburst are stylized waves in shades of green, light blue, and dark blue. The text "South County Chambers of Commerce" is overlaid on the sunburst in a blue serif font.

**South County
Chambers of Commerce**

PROPOSAL



South County
Chambers of Commerce

Serving Business Members In
ARROYO GRANDE • AVILA BEACH • GROVER BEACH
NIPOMO • OCEANO • PISMO BEACH



CALIFORNIA WELCOME CENTER -
PISMO BEACH

BACKGROUND

The previous managers of the California Welcome Center (CWC) at the Pismo Beach Premium Outlets Simon, has closed the CWC as of October 2019, While Simon does not wish to continue in their management role they would like to see the CWC continue to operate at their location and have generously offered to provide the space free of charge.

The Pismo CWC has the established infrastructure, signage and location required by the California Office of Tourism. The location offers Public Telephone, Restrooms, Picnic Area, Internet/E-mail, Refreshments, Travel Information/Brochures, Maps, Hotel Information and Referrals, Nearby Restaurants, RV Parking Handicapped Access, and a Lounge.

It is the desire of the South County Chambers of Commerce to see this location continue to be a source of information and consultation to visitors to San Luis Obispo County and California. We are a regionally focused Chamber, work closely with Visit SLO CAL and the lodging industry. We manage the Tourism Business Improvement District for Arroyo Grande and have a history of hiring, training and retaining customer service oriented, friendly employees.

1. **Objective: Visitor Experience**

Provide qualified staff to greet visitors and guide them in making the most of their visit to California and SLO County. Staff training would include education on all the diverse travel options in SLO County, events, activities, lodging options, a familiarization tour to SLO County destinations, building relationships with destination management organizations, tour groups, lodging partners and travel trade businesses. These partners would be invited and encouraged to promote their destinations in the CWC and through an interactive digital map.

KPI: Regular survey to partners on success of collaboration and tracking of collateral.

2. **Objective: Modernize and Update CWC**

The CWC is in good repair but would benefit from an interactive map, digital guest books (iPads), a selfie spot and cosmetic updating.

KPI: A more attractive and interactive CWC will engage more visitors, and will result in increased number of visitors and interactions.

3. **Objective: Market CWC**

Through social media and in collaborations with our destinations partners promote unique items at the CWC. For example SLO CAL Crafted, coupons and other promotions.

KPI: Track sales and promotional items.

Proposal

\$90,000 annually to manage the CWC at the Pismo Beach Premium Outlets contingent on an MOU with Simon for a lease at no charge.

Annual Expenses	
Staffing Hours Daily 10:00am - 6:00pm	
Manager (40 hours)	\$ 47,000.00
part time (20 hours)	\$ 20,000.00
Payroll taxes	\$ 8,000.00
Training	\$ 2,500.00
Annual Fees	\$ 5,000.00
10 % contingency	\$ 8,250.00
total	\$ 90,750.00
One time expenses	
Digital Kiosk	\$ 2,000.00
Digital Guest Book/iPads	\$ 1,000.00
Selfie Spot	\$ 1,000.00
total	\$ 4,000.00

The South County Chamber of Commerce proposal includes a plan to modernize the CWC with a interactive digital kiosk. The kiosk would feature SLO County destinations.



The logo features the word "California" in a large, blue, rounded sans-serif font. The word "visit" is written in a smaller, orange, rounded sans-serif font, positioned above the "ifornia" part of "California". A thick, yellow, brush-stroke-like underline runs horizontally across the bottom of the "California" text.

California visit

A vertical blue bar is located on the left side of the page, extending from the top of the text area down to the bottom.

California Welcome Center

At the Pismo Beach Premium Outlets

VISITOR EXPERIENCE – the WELCOME Center



Aesthetically Pleasing

Update the CWC to create a visitor center that is interesting and inviting.

Friendly

Train staff to be welcoming and engaging.

Knowledgeable

Through technology and training provide a “concierge” experience for visitors.

VISITOR EXPERIENCE



VISIT CALIFORNIA

Through Visit California training provide valuable information to visitors to our state.

VISIT SLO CAL

Utilize partnerships with Visit SLO Cal lodging and tourism related businesses to promote SLO County.

SOUTH COUNTY

In partnership with Pismo Beach and other South County communities promote overnight stays and experiences in South County to visitors.

Current

Overwhelming
Confusing
Crowded



Proposed

Aesthetically pleasing

Engaging

Photo backdrop



Proposed

Aesthetically pleasing

Engaging

Photo backdrop



Example of fun interactive backdrop for wall



ExploreBoard

As an award-winning high definition touch screen display monitor, ExploreBoard provides engaging dining, shopping, event and attraction information 24/7 through an interactive experience unique to each guest. ExploreBoard isn't meant to be used to "surf the internet" but rather to connect visitors with specific, local information. Visitors can get descriptions, photos, videos and directions for any advertiser in the network.

Test a live demo at

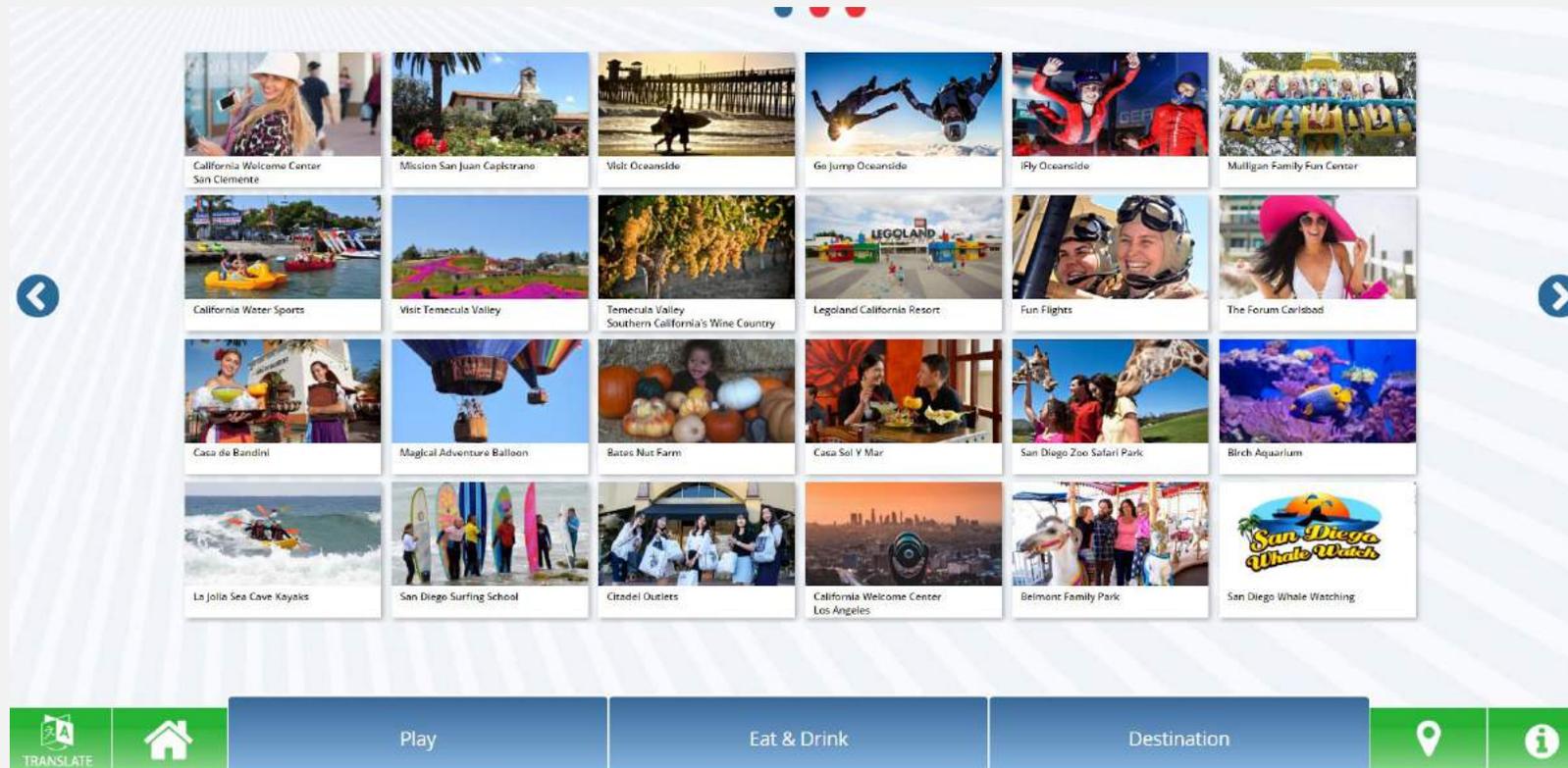
<https://visitorfun.com/exploreboard/html5/index.html?loc=15325>

At a touch of a button, translates to 6 different languages – English, Chinese, German, French, Spanish, Portuguese

Mapping and directions – Text or email information to mobile devices

Buy tickets or make reservations using mobile devices

Promote Host Location services, amenities, facilities



SLO COUNTY WALL

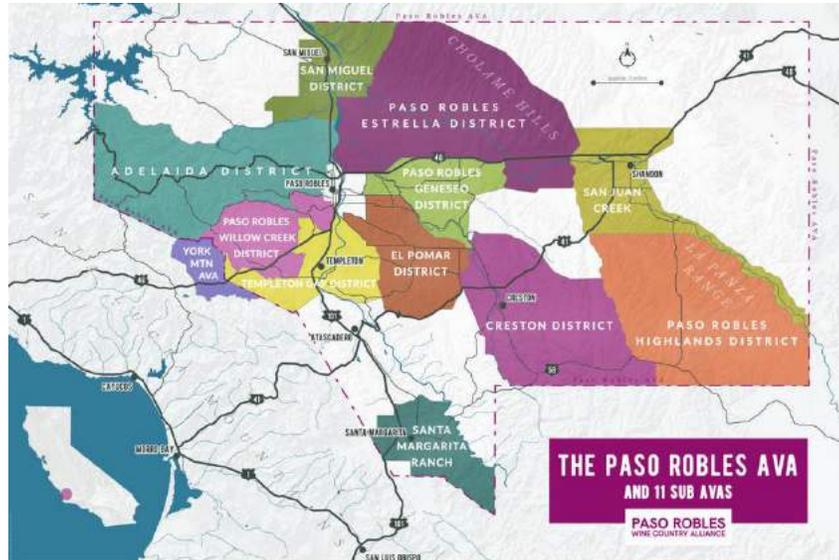
SLO County Touchscreen Digital Display



Navigation websites, videos and slideshows specific to SLO County



SLO COUNTY WINE WALL



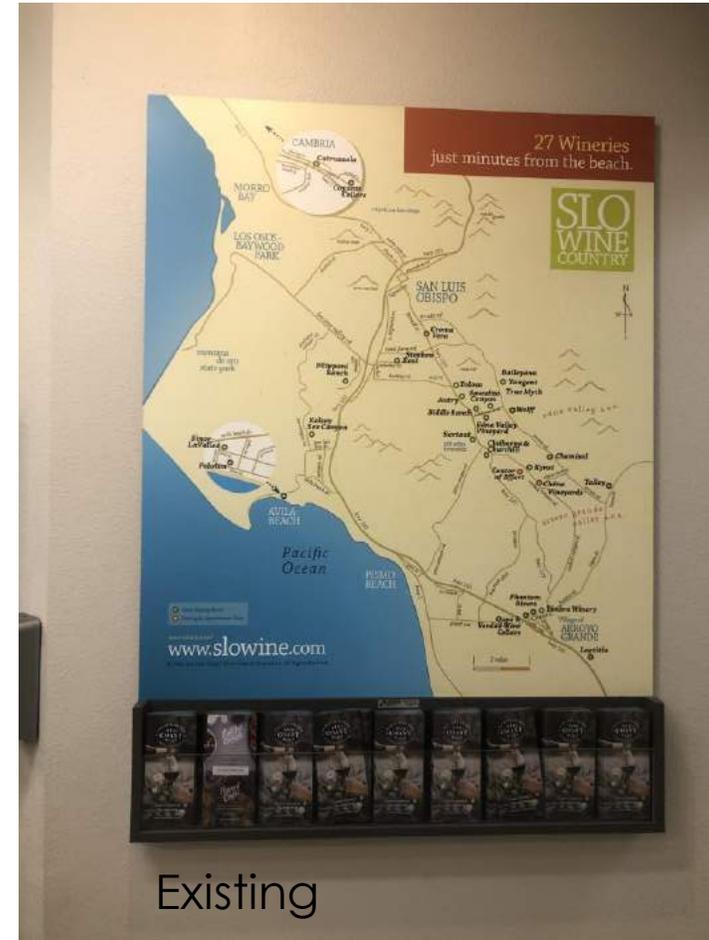
THE PASO ROBLES AVA

Established 1983; 11 Sub AVAs Established 2014

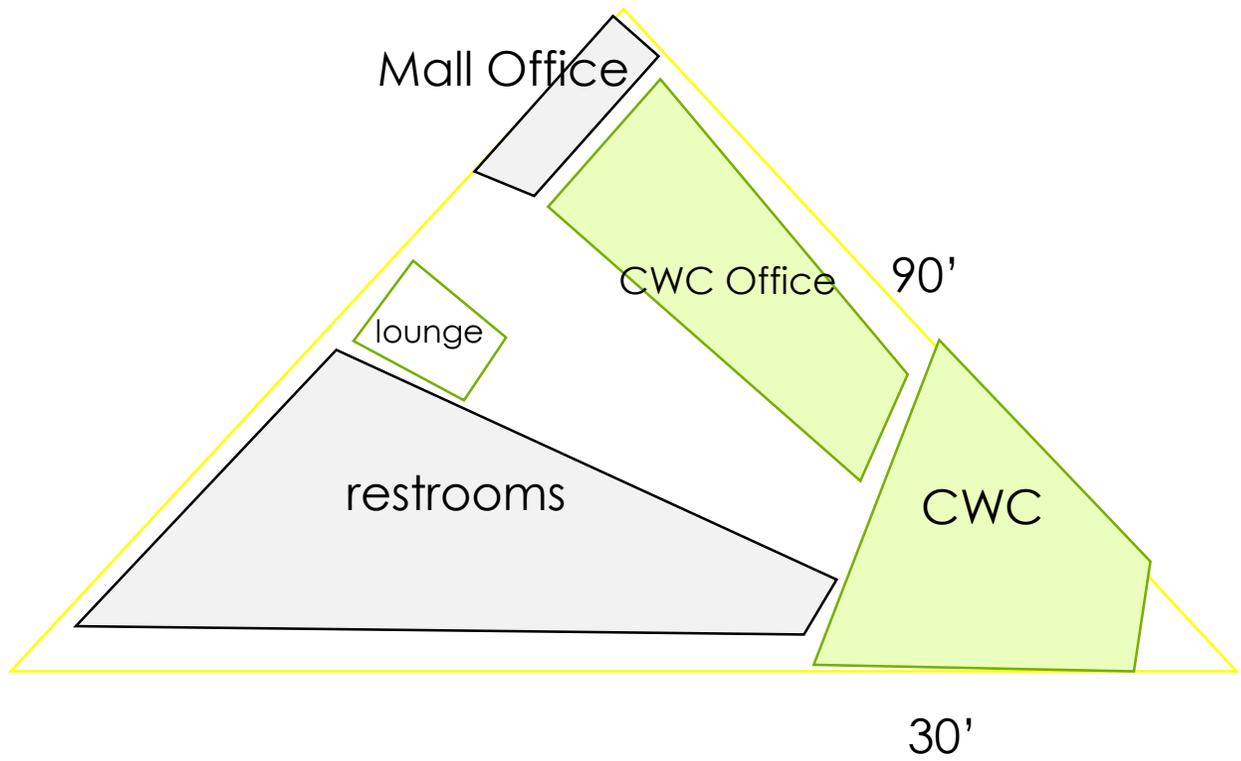
The Paso Robles American Viticulture Area is situated along California's Central Coast. Framed by two mountain ranges, the region enjoys a Mediterranean climate with warm days and cool nights. More than 200 wineries dot the landscape, raising fruit from 40,000 acres of wine grapes that vary from Atlantic to Zinfandel.

PASO ROBLES ESTRELLA DISTRICT
 REG. III 35-40° 12.5-15.5 in

SAN JUAN CREEK
 REG. III-IV 15-30° 10-14 in



Existing



CWC approximately 450 square feet

Outreach to tour operators & Ticket Sales



STAY ▾ PLAY ▾ DINE EVENTS DEALS GROUPS ▾ ABOUT ▾

MOTORCOACH FRIENDLY



Bus Driver Incentive

Along with its spectacular scenic views, Oceanside is a welcome stop for any bus or tour group due to the variety of activities and attractions available. A delicious dining scene, bustling art community, and outdoor adventures aplenty- Oceanside is the perfect addition to your scheduled route and itinerary.

Motorcoach drivers that bring 10 or more riders into the Welcome Center will receive a \$20 gift card to a local Oceanside restaurant. Some restrictions may apply.

If you are looking for additional suggestions on things to do with your group, please contact one of our [Group Travel team members](#) for assistance.



A photograph showing two women shaking hands across a white reception counter. The woman on the left has blonde hair and is wearing a light blue long-sleeved blouse. The woman on the right has dark hair in a ponytail and is wearing a dark green long-sleeved top. They are both smiling. The background is a bright, modern office space with large windows and a wooden reception desk.

Visitors Services Staffing

Open 7 days per week from 10a -6:30p

CWC Manager	Visitor Services	Visitor Services
Full Time (40 hrs)	Part Time (26)	Part Time (21)
Thurs-Monday	Tues-Wed	Monday-Wed
9:30am - 6:30pm	9:30am - 6:30pm	11:00am – 3:00
	Thursday-Friday	Saturday-Sunday
Lunch 1:30-2:30pm	1:30-6:30pm	12:00-4:30pm

The South County Chambers (SCCC) is unique in that we are the only Chamber in SLO County that manages a Tourism Business Improvement District and has a seat on the Visit SLO Cal Marketing Committee. This nexus between business and tourism marketing will help us to identify and train high quality visitor service staff for the CWC.

SCCC would develop a robust training program for Visitor Service staff. This training would include trainings provided by Visit California, Visit SLO Cal, the lodging industry, online hospitality professional development courses, familiarization trips, and the existing internal customer service oriented training provided by the Chamber.

ANNUAL EXPENSES

CWC Manager	\$41,600
Part time Visitor Services	\$31,772
Payroll taxes	\$8,800
Training	\$2,500
Annual VC fees	\$5,000
Internet	\$2,000
Total	\$91,672

Officers

Chairperson: Tony Goetz, Owner of The Casitas of Arroyo Grande

Vice Chairperson: Erika Bylund, Co-Founder/Vice President of Point Sur Advisors

Immediate Past Chairperson: Jim Walker, Manager at Pacific Premier Bank

Treasurer: Jeff Chambers, Manager of Tommy Hilfiger in Pismo Beach

Secretary: Nicole Moore, Director of Sales & Marketing at SeaCrest Oceanfront Hotel and Inn at the Cove Pismo Beach

Directors

Eric Daniels, PG&E Public Policy & External Affairs

Ken Dalebout, Administrator of Arroyo Grande Community Hospital/Dignity Health

Mary Gardner, Manager, Marketing & Community Relations of SLO Regional Transit Authority

Shari Barnhart, Vice President/Branch Manager of Mechanics Bank in Arroyo Grande

Fred Reed, General Manager of The Agrarian Hotel in Arroyo Grande

Lynne Schlenker, Owner of The Great American Melodrama & Vaudeville in Oceano

Michael Specchierla, Director of Career & Technical Education at San Luis Obispo County Office of Education

Jill Quint, Owner of Quintessa Coffee Roasters in Oceano

Rudy Stowell, Owner of Pure Bliss Spa in Nipomo

Jake Barnick, Merchandising/Wine Buyer for Kautz Chevron in Grover Beach

VISION: Our members are the most resilient, diverse and growing businesses in South San Luis Obispo County because of the effective stakeholder engagement and advocacy we do.

Our MISSION is to create partnerships and opportunities that ensure South County businesses prosper.



Visit Atascadero Submission of
Interest to Host the SLO County
California Welcome Center

DECEMBER, 2019



INTRODUCTION

Thank you for expanding the conversation amongst your supporting destinations to explore opportunities for the new location of the SLO County California Welcome Center.

This is a topic that our Boards, our stakeholders and the supporting team expressed a great amount of interest in pursuing. With Atascadero's central location in the county, easy access to the most trafficked highways in the region, and new growth and development, we are confident that a California Welcome Center located in our downtown core will offer the ideal solution to promoting the entire SLO CAL destination and California to its visiting tourists.

It is Visit Atascadero's approach as a supporting and collaborative destination that we feel most strongly positions us for this opportunity. While there are attractions and activities abound within the boundaries of what the Visit Atascadero brand promotes, we have always felt strongly about promoting all of the SLO CAL destination communities to best serve the interests of our visitors.

With these factors in mind, we look forward to sharing more in the following pages about the exact hosting location and the allocation of resources to support a California Welcome Center and allow it to maximize its potential of serving visitor needs.



Location

After exploration of multiple locations in Atascadero, it quickly became clear that the established infrastructure and the easily accessible location of the Atascadero Chamber of Commerce office best positions it to achieve the goals and purpose of a Welcome Center. Located at 6907 El Camino Real, Suite A, this space is less than five minutes off the well-traveled Highway 101 and the intersecting Highway 41, and offers plenty of access to parking with more than 580 parking spots within 100 feet of the doors of the proposed Welcome Center location.

Once inside the Chamber office, visitors will be treated to 400 square feet dedicated to the Welcome Center, staffed with personnel to answer questions. In addition to offering a friendly face, we will also be able to accommodate merchandise sales, programming to collect visitor information for additional future marketing efforts, and technology resources to promote SLO CAL destination assets. Within the same block visitors can treat themselves to local craft beverages, unique Central Coast dining, a co-working space to facilitate on-the-go obligations and easy return access to freeways and roads that lead them to the next step of their destination.



Staffing

When considering the elements to support a successful Welcome Center, staffing quickly rose to the top of the list. The proposed budget includes access to the Welcome Center 8:30 a.m.–5 p.m., Monday through Friday, and 12–4 p.m. on weekends. Additionally, a 3/4 FTE position will be fully dedicated to not only maintaining the hours, but also to serving the specific needs of the Welcome Center.

Beyond just considering the hard costs of staffing, we've also included some budget to allow for quarterly training of this staff member. In this training, a county-wide awareness program will be created to ensure the staff serving the visitors of the California Welcome Center is afforded the time and resources to maintain a current awareness of the ever evolving attractions in the SLO CAL destination.



Funding

FUNDING	AMOUNT	NOTES
VISIT SLO CAL SPONSORSHIP	\$72,500	<i>Up to \$90,000</i>
CHAMBER OF COMMERCE SUPPORT	\$24,000	<i>Re-allocated staff support and waived lease fees</i>
ATBID SUPPORT	\$7,500	
CITY OF ATASCADERO SUPPORT	\$7,500	
TOTAL FUNDING	\$111,500.00	

Annual Proposed Budget

ADMIN

RENT	\$9,600.00	
UTILITIES	\$800.00	<i>Shared cost with other Chamber activities</i>
CA OFFICE OF TOURISM ANNUAL FEE	\$5,000.00	

STAFFING

SALARIES	\$58,250.00	<i>1.2 FTE to accommodate seven-days per week schedule</i>
PERSONNEL COSTS	\$23,000.00	<i>Includes benefits, work comp and other payroll related expenses</i>
TRAINING	\$1,000.00	<i>Minimum of quarterly visitation to evolving county attractions</i>

MARKETING

SIGNAGE INSTALLATION & MAINTENANCE	\$5,000.00	<i>One-time cost that will be re-allocated in future years to update visitor programming</i>
ADDITIONAL OUTREACH & MARKETING	\$2,250.00	

OFFICE EXPENSES

DIGITAL DISPLAYS	\$1,000.00	
PRINTER LEASE	\$600.00	<i>Shared cost with other Chamber activities</i>
VISITOR COMPUTER AND IT SUPPORT	\$4,000.00	
MISC. OFFICE SUPPLIES	\$1,000.00	

TOTAL EXPENSES **\$111,500.00**



THANK YOU

On behalf of our full collaboration of partners, thank you for considering our submission to host a California Welcome Center.

We are thrilled for the opportunity to further our collaborations with Visit SLO CAL and Visit California.

VISIT ATASCADERO + CITY OF ATASCADERO + ATASCADERO CHAMBER OF COMMERCE



CITY OF ATASCADERO COMMUNITY DEVELOPMENT 2019 - 2020

A focus on Building Quality and Community



City of Atascadero
Community Development Department

VISIT
Atascadero
CALIFORNIA

A FOCUS ON QUALITY

Goals for 2019

- Leverage Place-Making in the Commercial areas for long term economic development
- Ensure Comprehensive Safety Readiness and Risk Mitigation
- Foster Financial Sustainability

LOCATION LA PLAZA

Atascadero Chamber of Commerce - 6907 El Camino Real



LA PLAZA MIXED-USE, ATASCADERO

- Timeline: Currently under Construction
- 42 residential units
- Multiple commercial spaces

LOCATION DOWNTOWN



Next door to Colony Market Deli



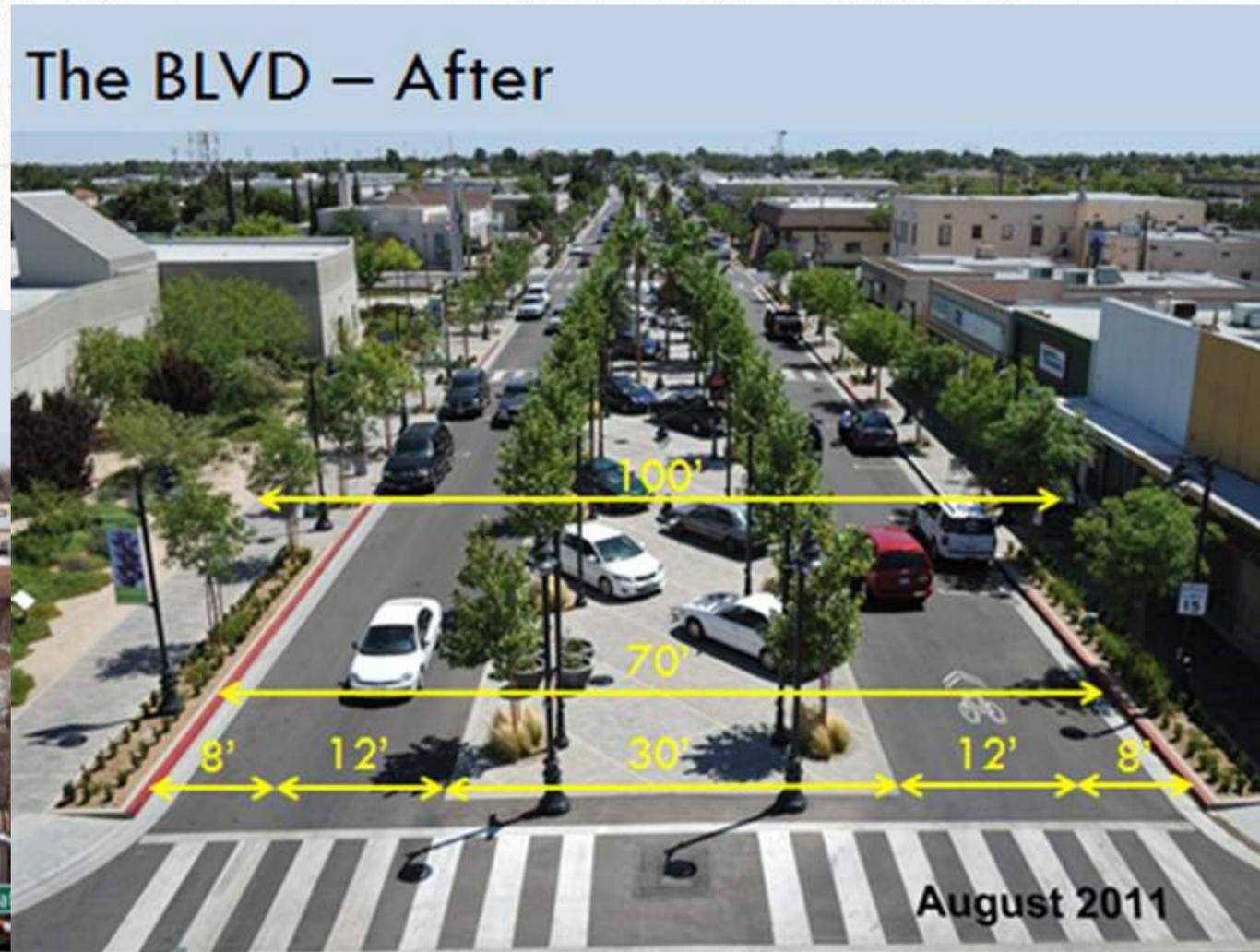
1 RENDERED ELEVATION NORTH

LOCATION DOWNTOWN



- North of Traffic Way on vacant lot
- Multiple commercial spaces
- Residential units upstairs

EL CAMINO DOWNTOWN INFRASTRUCTURE ENHANCEMENT



- Timeline: February 1st to City Council, final steps with public outreach

LOCATION

BRIDGEWALK AT COLONY SQUARE

Atascadero, California

BRIDGEWALK AT COLONY SQUARE ATASCADERO, CALIFORNIA



- Timeline: Two Years
- 80 room boutique hotel
- Two restaurant spaces

LOCATION DEL RIO

THE ANNEX HOTEL

Atascadero, California



LOCATION BARREL CREEK

-
- At Del Rio and Hwy 101
 - 120 Room Hotel
 - 60,000 square feet of tourist serving commercial
 - 136 residential units
 - Expansion of tourist serving and experience based retail



WHAT WILL THE FUTURE BRING...

-
- Expansion of tourist serving and experience based retail
 - More mixed-use development with both residential and commercial in one building





SLO COUNTY CALIFORNIA WELCOME CENTER PROPOSAL

January 8, 2020

LOCATION

CALIFORNIA WELCOME CENTER

Atascadero Chamber of Commerce - 6907 El Camino Real

- In the heart of Downtown
- Easily accessible from two major highways, HWY 41 and US 101



STAFFING

The friendly face of the Welcome Center

- Hours
 - Monday - Friday, 8:30 a.m. - 5 p.m.
 - Saturday & Sunday, 12 - 4 p.m.
- Three-quarter time position - fully dedicated to the Welcome Center Experience
- Support of the Chamber of Commerce, City of Atascadero and Visit Atascadero resources
 - Including nearly 20 hours per week of additional access hours

STAFF EDUCATION

- Focused on the ENTIRE county destination
- Quarterly outings to stay aware of county attractions
- Access to hospitality training resources



Funding

FUNDING	AMOUNT	NOTES
VISIT SLO CAL SPONSORSHIP	\$72,500	<i>Up to \$90,000</i>
CHAMBER OF COMMERCE SUPPORT	\$24,000	<i>Re-allocated staff support and waived lease fees</i>
ATBID SUPPORT	\$7,500	
CITY OF ATASCADERO SUPPORT	\$7,500	
TOTAL FUNDING	\$111,500.00	

BUDGET

Admin

RENT

\$9,600.00

UTILITIES

\$800.00

Shared cost with other Chamber activities

CA OFFICE OF TOURISM ANNUAL FEE

\$5,000.00

BUDGET

Staffing

SALARIES

\$58,250.00

1.2 FTE to accommodate seven-days per week schedule

PERSONNEL COSTS

\$23,000.00

Includes benefits, work comp and other payroll related expenses

TRAINING

\$1,000.00

Minimum of quarterly visitation to evolving county attractions

BUDGET

Marketing

**SIGNAGE INSTALLATION
& MAINTENENCE**

\$5,000.00

*One-time cost that will be
re-allocated in future years to
update visitor programming*

**ADDITIONAL OUTREACH
& MARKETING**

\$2,250.00

BUDGET

Office Expenses

DIGITAL DISPLAYS \$1,000.00

PRINTER LEASE \$600.00

Shared cost with other Chamber activities

VISITOR COMPUTER AND IT SUPPORT \$4,000.00

MISC. OFFICE SUPPLIES \$1,000.00



THANK YOU



**California Welcome Center
Located in the Morro Bay Visitors Center**

Dec 2, 2019

Jennifer Little
Tourism Manager, City of Morro Bay



CITY OF MORRO BAY

CITY HALL
595 Harbor Street
Morro Bay, CA 93442

December 6, 2019

Chuck Davison, President & CEO
SLO CAL
1334 Marsh Street
San Luis Obispo, CA 93401

Dear Chuck Davison:

Thank you very much for considering Morro Bay as the destination for the California Welcome Center location. As home to one of the most iconic California seascapes, one of the most visited destinations on the Central Coast, and a great connecting point to other SLO County tourist stops, Morro Bay is ideally situated to greet our shared visitors along Highway 1.

A Morro Bay – California Welcome Center (CWC) would be the only CWC stop on Highway 1. Driving the world-famous Highway 1 is on everyone's bucket list. With Morro Bay being the gateway City to Highway 1 northern destinations, hosting a visitor center along the storied highway will connect the world to our County. In reviewing the data from Arrivialist, I was pleased to see the total amount of visitors that make a point of visiting Morro Bay while staying in San Luis Obispo County. This data solidified my opinion that Morro Bay would be the ideal county location for the CWC.

Morro Bay is primed to bring the California Welcome Center on board soon, joining forces with our Morro Bay specific Visitor Center. It's an affordable win-win solution for all parties. We look forward to answering any questions you may have about our proposal and support locating the California Welcome Center in Morro Bay. If SLO CAL does chose Morro Bay as the ideal location I will confirm Council's support for the Visitor Center building conversions Morro Bay Tourism Manager Jennifer Little is proposing.

Sincerely,

Scott Collins
City Manager
City of Morro Bay
805-772-6206
scollins@morrobayca.gov

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Morro Bay Visitors Center – California Welcome Center

Section 1: Summary and Mission

1.7 Introduction

California Welcome Center, Morro Bay would be one of 18 designated centers operated in partnership with the State of California Welcome Center Program, and the only one located on Highway 1. Morro Bay is centrally located in the heart of San Luis Obispo County on Highway 1. Travelers drive Highway one each year to fulfill a “bucket-list” item many stopping in Morro Bay. Hwy 1 North into Big Sur is a rugged wilderness, without many of the convenience’s visitors may be accustomed to in more developed areas. Being aware of the availability - and perhaps more importantly, the limitation - of resources, you can make your visit safer and more enjoyable for yourself, other visitors, and the people who live and work in Big Sur. Some things that Big Sur does *not* have: hospitals, lifeguards, fast-food restaurants, grocery stores (other than small convenience stores), hardware stores, department stores, auto repair shops, diesel fuel, or street lights. Having a CWC before they enter into the 70+ mile stretch of South Monterey County would make for a better visitor experience.

1.8 Vision

To be the recognized resource center for destinations, community and statewide information by residents and travelers alike. To create an interactive center that showcases each aspect of our region with individual displays from each community in San Luis Obispo County.

1.9 Mission

California Welcome Centers offer unique and authentic customized visitor services for explorers interested in all that California has to offer. As a network of information hubs, the Welcome Centers – and their friendly, knowledgeable employees – provide visitors and residents with informed suggestions on how to take advantage of a variety of experiences. California Welcome Centers serve as brand ambassadors for California tourism and benefit not only each individual visitor, but also – through influence over visitor spending – our local communities, the state and all associated stakeholders.

1.10 Value

CWC Morro Bay will provide information about the area, recommendations for lodging, dining and experiences, along with added inspiration for guests to continue exploring the state. CWC Morro Bay will serve as concierge to the community, providing exceptional customer service to both travelers and local community members.

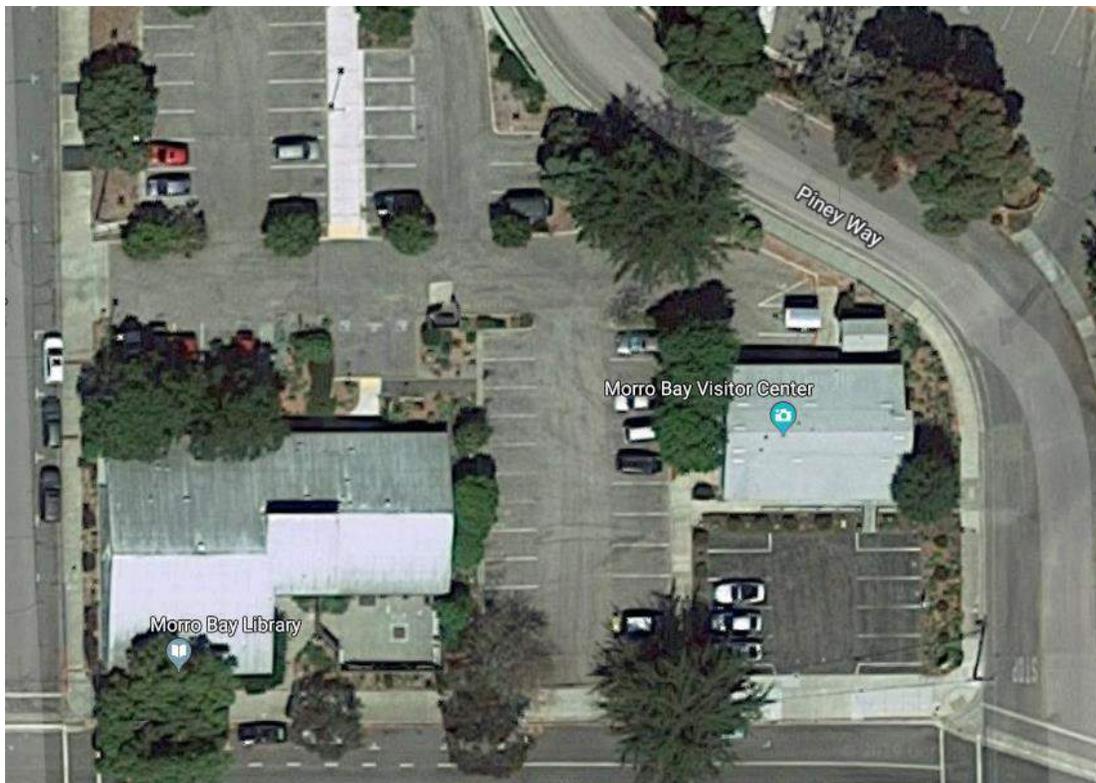
1.11 Region

The CWC Morro Bay will be located directly off Highway 1 in downtown Morro Bay. The CWC provides visitor information for the State of California as a whole, but its primary focus is providing information on our local regions and the various destinations in the county. Morro Bay will also act as a gateway location for visitors headed north to on the prestigious Highway 1 through San Simeon, Hearst Castle, Monterey and into San Francisco, or south to Pismo Beach, Santa Barbara, Ventura and Southern California.

1.6 Location

Morro Bay Visitors Center is centrally located with ample parking for visitors. The current parking lot has 8 dedicated spaces with a charging station, ADA parking space plus the attached County parking lot is available for guests with a total of 50 space.

Harbor St. also has ample parallel parking for oversized vehicles.



Section 2: Operations and Finance

2.1 Business Objectives

OBJECTIVE ONE	OBJECTIVE TWO
<p>Increase walk - in traffic with CWC signage on Hwy 101 – north & south in City of SLO</p> <p>As well as signage in Paso Robles/Atascadero on Hwy 101 – north & south</p>	<p>Increase retail sales & distribution of print collateral. Direct and facilitate length of stay in the county with slocal.com interactive terminals and free-standing displays on each regional destination.</p>
OBJECTIVE DESCRIPTION	OBJECTIVE DESCRIPTION
<p>We anticipate an increase of visitors when we are identified as a CWC on Hwy 101 at exit 1 North to Morro Bay.</p>	<p>10x5 space for each SLO CAL destination to create their own experience. Interactive displays are recommended.</p> <p>We also anticipate sales with the California brand items available for purchase.</p>

2.2 Visitor Profile

Our visitors are both domestic and International with a high concentration from Europe, Germany, China, Mexico, Canada and India. We provide services to visitors looking for information on our local farmers markets, wine tasting, and visitors looking for maps and information on the various areas of the state. We would keep a log of where our visitors are from and what they are requesting plus an electronic door counter to track our visitors daily would be installed.

2.3 Management Structure and Employees

Tourism Manager: Jennifer Little, CWC & VCA outreach
 Morro Bay Chamber CEO: Erica Crawford
 Visitor Services managed by MB Chamber of Commerce: 5 P/T staff

2.4 Reporting

We recommend tracking the following:

- Walk – In Visitor traffic (how many and where they are from)
- Total Gross Retail Sales
- Breakdown of consignment vendors' sales
- Where retail sales customers are from
- Total tour group numbers and where they are from
- Deliverables (collateral sent out to leads, motels, groups, etc.)

2.5 Hours of Operation

Open (363 days annually) 7 days a week from 10am – 5:00 pm.

Closed on Thanksgiving Day and Christmas.

Section 3: Brand Management

3.1 Signage

CWC Morro Bay blade sign and building signage would be revised as California Welcome Center – Morro Bay. California Welcome Center directional signage would be added in the off Highway 1 and in the walking tourism corridor of the Embarcadero. CWC signs would be installation on Hwy 101 North & South in Paso/Atascadero as well as San Luis Obispo.

3.2 Directional Signs in City

City of Morro Bay has a newly completed signage package which is scheduled for installation early 2020. Currently the signs denote Visitors Center which would be changed to CWC. The three locations are located on the main through fairs off Highway 1 exits guiding visitors to the CWC. This with working in conjunction with CalTrans on the CWC Highway-1 signs would create a well-planned directional package.





B-8 Brief Description



B-15 Brief Description



B-25 Brief Description

3.3 CWC Location Signage

Building and street signage will be in place under the CWC branded look.



3.4 Brand Representation within the CWC

Merchandise would be sold at our location include items from Cal Poly SLO, Morro Bay Historical Society, Morro Bay Maritime Museum, Morro Bay Golf Course and others. Details on this aspect will be formalized in the marketing plan.



3.5 Dress Code

CWC Name Badges & white shirts or California colors of blue, teal, orange would be required by front-line staff.

Section 4: Customer Service

4.1 Services Offered

Travel services provided at the Center include internet service and assistance with hotel and restaurant reservations. Tickets could be available for attractions including Cal Poly events, Hearst Castle, Paso Event Center and others. Complimentary wine tasting coupons would also be available from several of our local county wineries. The ability to offer tickets will be an opt-in option for county wide destinations. Details on this aspect will be formalized in the marketing plan.

4.2 Forms of Communication with Customers

Customers are always greeted with a “Welcome,” good morning or good afternoon and how may I help you. If a customer needs assistance with looking for something, we help guide them along. Phone calls are answered the same way with customers directed to whomever they are calling, or questions answered. VCA multi-language brochures and flyers would also be available.

4.3 Service Level Measurement

To keep our staff informed and trained on current visitor information, we schedule bi-monthly staff meetings. These meetings include training and updates occurring in the region and throughout the state. We also have written policies in place that ensure check and balances on daily procedures.

4.4 Customer Feedback

We have a “sign-in” book that visitors can leave comments in. We also get comments, suggestions and questions on our social media platforms. When a visitor enters CWC Morro Bay, they will be asked where they are from; first time here; how did you find us? This information is used by Morro Bay and SLO CAL for marketing.

4.5 Training Program

New Hire Training Program

Module 1 <ul style="list-style-type: none">• Organizational Structure• Visit California Overview• California Welcome Center Program• Morro Bay Visitors Center Info	Module 2 <ul style="list-style-type: none">• Employee Role• Overview of Services• Employee Responsibilities• Systems Training (POS, Microsoft Word, Excel, email)
Module 3 <ul style="list-style-type: none">• Organizational Policies• HR Procedures• Work Schedules• Health & Safety• Dress Code	Module 4 <ul style="list-style-type: none">• Location Training• Area of Expertise• What's Nearby• Available Products
Module 5 <ul style="list-style-type: none">• Partnership Training• Visit California Star Training• Partner Visits – experience the product.	Module 6 <ul style="list-style-type: none">• CWC Profiles• Reviews of all welcome centers• Reference Documents
Module 7 <ul style="list-style-type: none">• Customer Service Basics• First Impressions• Greetings & Engagement• Use of Materials• Handling a Negative Experience• Closing the interaction	Module 8 <ul style="list-style-type: none">• Advanced Customer Service• Customer Service Skills• Getting reviews and postings• Complaints and returns• Email & online etiquette

4.6 Ongoing Training Program

Team members will have completed the Visit California Star Training Program.

Section 5: Stakeholders, Partnerships and Strategic Alliances

5.1 OUTLINE BUSINESS RELATIONSHIPS OF THE CWC

Organization	Relationship to CWC	Value to CWC	CWC's Value to Organization
Morro Bay Chamber of Commerce	President/CEO of the COC contracts with City of MB and manages Visitors Center	Understand local business scene and will distribute information/first impressions to visitors	CWC manages collateral for the COC office and serves as the retail destination for CWC logo items
Visit SLO CAL	MB Tourism Manager sits on the VSLOCAL Marketing Committee	Collaborative marketing to support MB and county economic development ideas	Provides the MB EDC with tourism data and research to include in their economic development plans
Hearst Castle	HC Dir of Public Relations and MB Tourism Manager work closely together on various projects	Provides an auxiliary location of CWC welcoming thousands of visitors annually	Help those interested find the right tour/experience for their group
Central Coast Tourism Council (CCTC)	MB Tourism Manager is a member of the CCTC and attends BOD meetings	CCTC Marketing Plan includes promoting and identifying CWC's located on the Central Coast	CWC provides location for CCTC collateral distribution and Certified Folder Display Racks

Section 6: Action Plan

6.1 Goal/Priority One – Enlarge Visitors Center interior space to allow for interactive displays

- Remove the existing kitchen and dining room space to create interactive area
- Upgrade current hallway that leads into the bathroom to meet ADA requirements
- This will be done with \$90,000 SLO CAL funding

6.2 Goal/Priority Two – SLO CAL interactive displays for each DMO

- Create sectioned off spaces that each DMO can design and build
- Co-op SLO CAL funds to help each DMO to buildout each display

6.3 Goal/Priority Three – Increase walk-in traffic

- CWC signage on Hwy. 101 North & South
- Directional signage located into CWC
- Availability of California Brand Retail Items
- Repurpose the MB Outdoor board on Hwy 1 into a CWC sell which would be funded by SLO CAL

6.4 Goal/Priority Four – Retail Sales

- New California Brand Retail Items
- Using our social media platforms to increase retail sales
- Expand outreach to local residents through our community partnerships

6.5 Goal/Priority Five – Increase Collateral Distribution

- Through local hotels & RV Parks
- Provide collateral to tour groups
- Provide collateral to CWC Hearst Castle, Cal Poly, etc

6.6 Goal/Priority Six – Maintaining CWC Training

- Bi-monthly updates to staff on CWC meetings
- Providing staff with current California research

Section 7: Letters of Support

- Robert Davis, Morro Bay City Council person
- Matt Masia, CBID Advisory Board Chair



Board of Directors

- Mike Hanchett
- Laila Fiege-Kollmann
- John King
- Shirley Lyon
- Matt Masia
- Gary Setting
- Bram Winter

Cheryl Cuming
*Chief Administrative
Officer*

Nikki Schmidt
County Liaison

Date: December 4, 2019

To: Chuck Davison, SLO CAL

RE: Morro Bay as a future site for our CA Welcome Center

Dear Chuck,

The unincorporated San Luis Obispo County Tourism Advisory Board is the voice for several communities along Highway 1 in San Luis Obispo County, and we are writing this letter to express our support for a California Welcome Center location in Morro Bay, CA. There's simply no better place to have local travel experts share the wonder of the iconic California Highway 1 road trip, the California Central Coast and coastal SLO CAL.

Located along the infamous California Highway 1, and just 15 minutes off Highway 101, a California Welcome Center in Morro Bay will spotlight CA's only Highway 1 location that is perfectly situated between Los Angeles and San Francisco. The Morro Bay CWC will provide travelers access to local experts who can share their invaluable knowledge of this world-renowned stretch of Highway 1. This location will showcase California's stunning Pacific Coast Highway and will serve as a gateway to Big Sur for visitors headed north to San Simeon's Hearst Castle, the Elephant Seal Rookery, Ragged Point, Monterey and Carmel. For those driving south, the Morro Bay CWC will serve as the entrance into So CAL as they pass through Pismo Beach, Santa Barbara, and Ventura.

With tens of thousands of visitors making this bucket-list journey annually, the 57- mile SLO CAL stretch of Highway 1 has so much to offer – Morro Rock, a coastal wine region, and small one-of-a-kind towns that dot the coast. The Morro Bay CWC would be situated at the southern end of the Monterey Bay National Marine Sanctuary which boosts marine life, miles of uncrowded white sand beaches and tons of pull-over spots.

We understand the plan is to take the welcome center concept to a new level, creating an impressive interactive center showcasing the amazing experiences our visitors are seeking. We are excited to be part of this endeavor as we work collaboratively with Morro Bay and other area communities to ensure that our first-ever Highway 1 California Welcome Center will make everyone's trip a truly memorable one.

Sincerely,

A handwritten signature in blue ink that reads "Matt Masia".

Matt Masia, Advisory Board Chair

San Luis Obispo County Tourism Business Improvement District

P.O. Box 1875 | San Luis Obispo, CA 93406

Phone (805) 547.CBID (2243) | Fax (805) 547.2248 | admin@SLOcountyBID.com | Highway1DiscoveryRoute.com



**California Welcome Center
Morro Bay, CA**

Jan 8, 2020

Scott Collins,
Morro Bay City Manager

Robert Davis,
Morro Bay
City Council member

Jennifer Little
Morro Bay Tourism Manager



Why Morro Bay?

Arrivalist data shows Embarcadero/Morro Rock as a primary visitation point-of-interest for most visitors coming into SLO CAL

- SLO CAL Destination Strategy identifies Morro Bay/Embarcadero as one of the primary focuses
- Morro Bay would be the only CWC located on Highway 1. Travelers drive Highway One each year to fulfill a “bucket-list” item
- CBID – Highway One Discovery Route communities (Ragged Point, San Simeon, Cambria, Cayucos, Los Osos, Avila Beach, Oceano, Nipomo, Edna Valley and Arroyo Grande) support the placement of CWC in Morro Bay



Location - 575 Embarcadero

This freestanding building is tenant-ready and can be occupied immediately. The space is 550 square feet, with an ADA bathroom located in the space, and ample parking for visitors within the vicinity. Crosswalk direct outside of 575 Embarcadero would be re-stripped by City.



Location - 575 Embarcadero

A second ADA bathroom is located onsite but not connected with this space.

Two ADA
Bathrooms

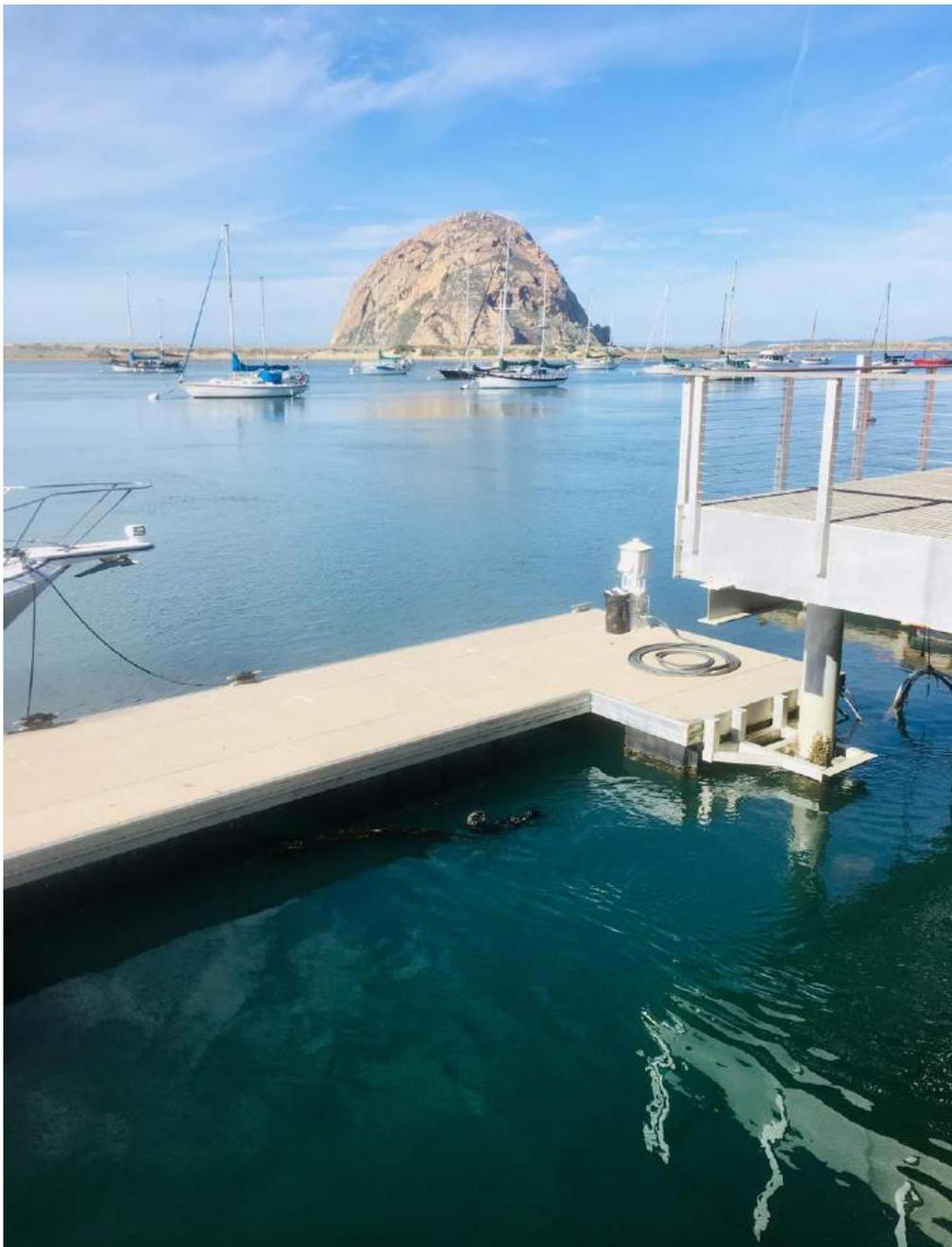
One with interior
and exterior
building access

One with exterior
access only



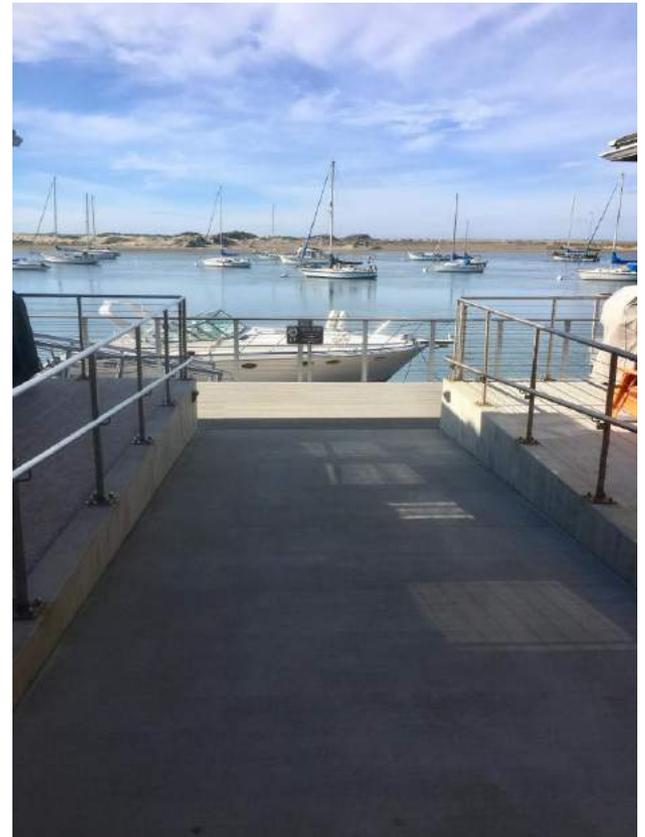


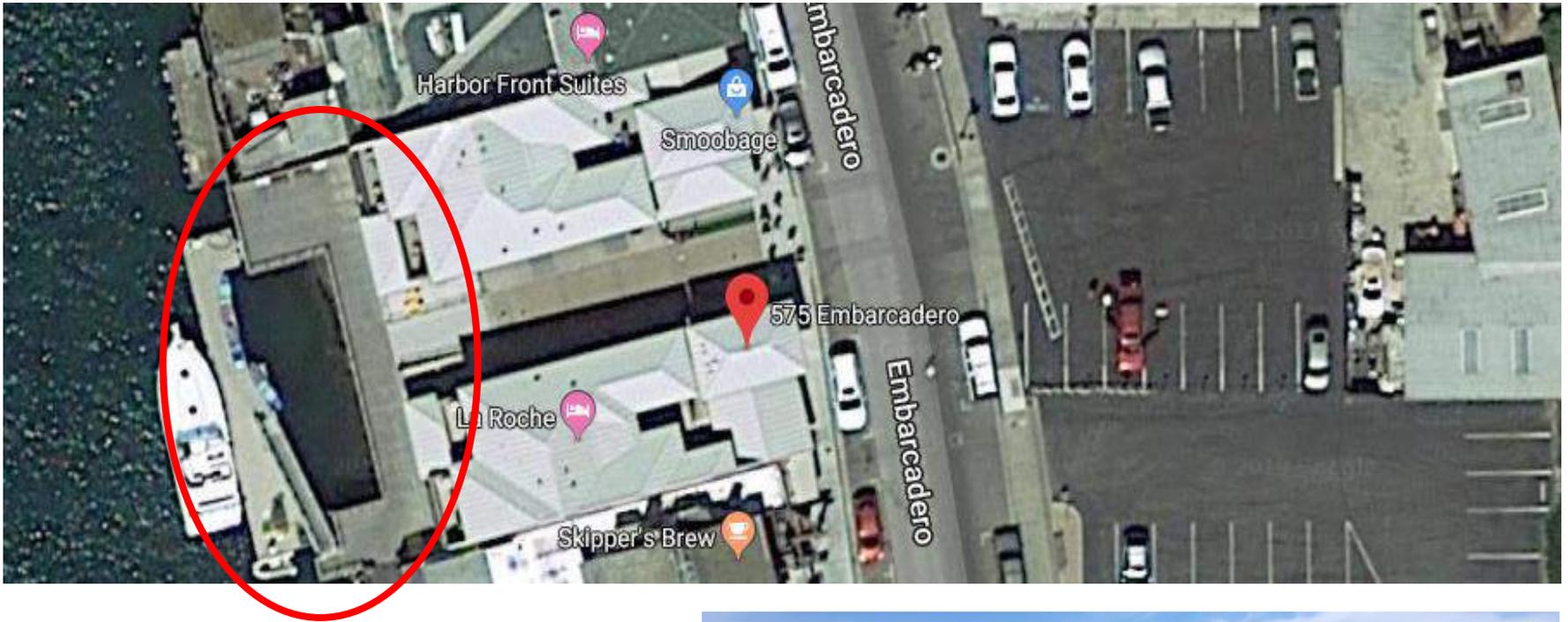
Strong visuals representing SLOCAL on the exterior of the CWC will welcome visitors into the center.



575 Embarcadero

ADA walkway and public view-deck and public boat dock.





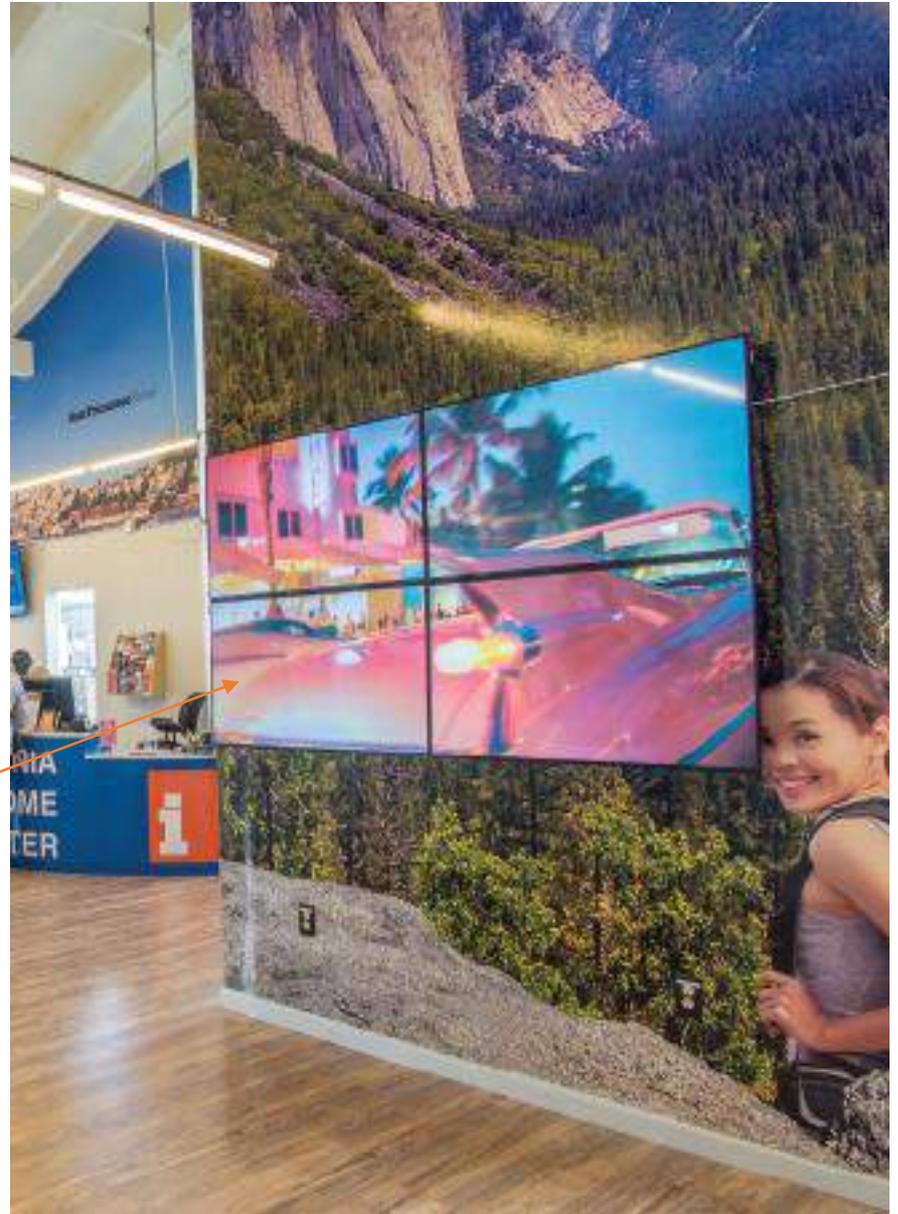
Public View Deck and Boat Dock Very large and extremely accessible

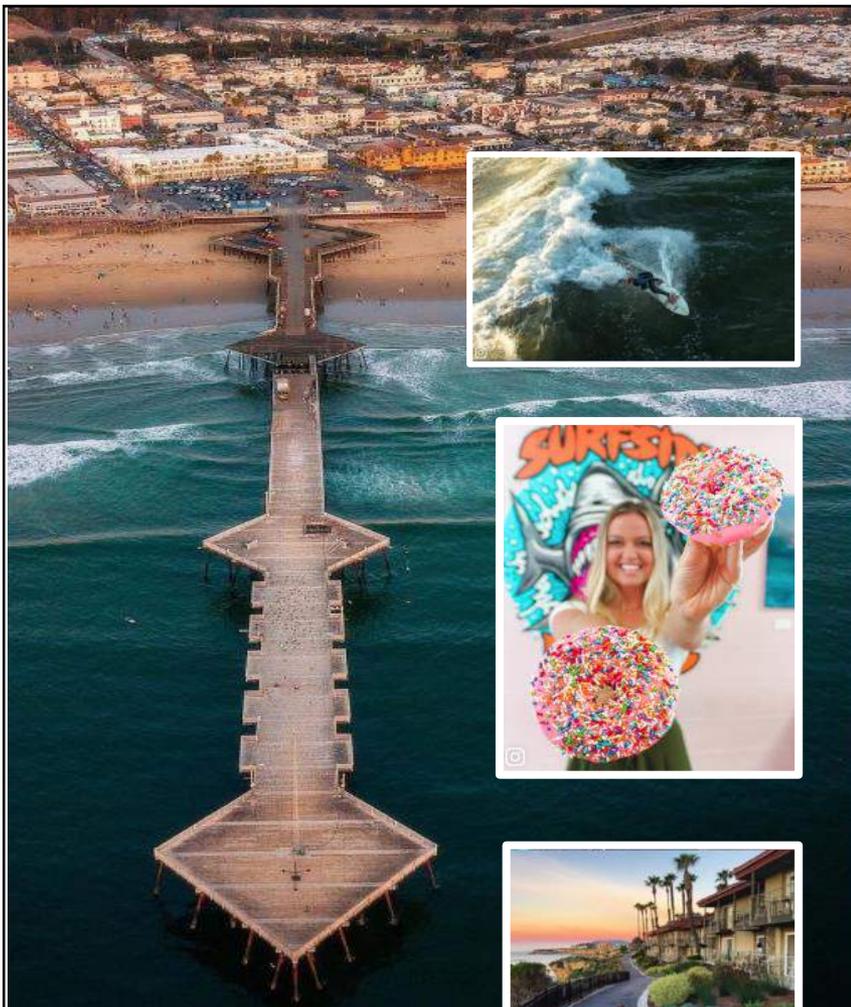




CWC information booth sample

Video Wall of SLO CAL to be installed behind Information booth. Like the one Visit SLO CAL currently uses at IPW.





PISMO BEACH



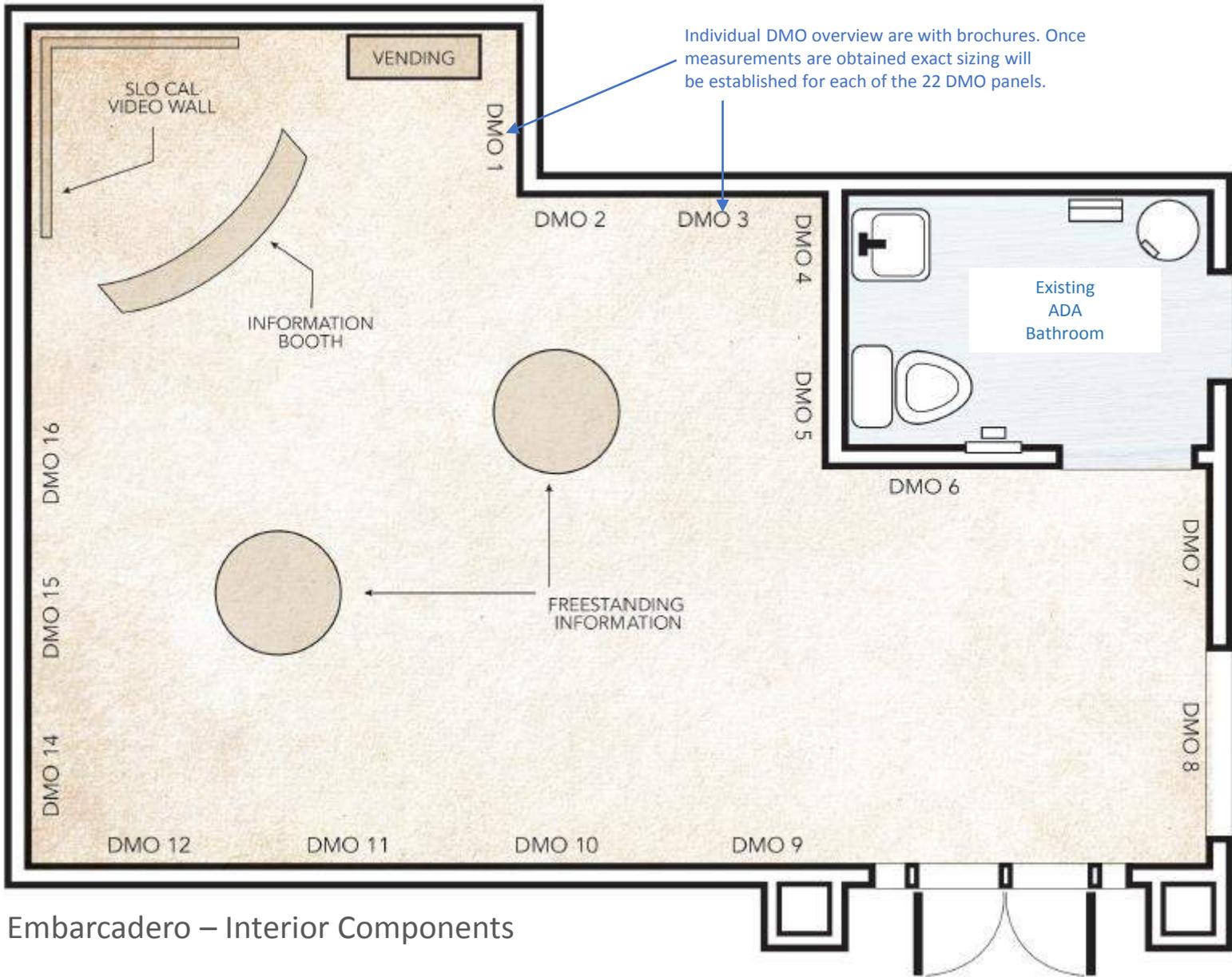
Classic California is alive at Pismo Beach and Shell Beach, popular SLO CAL beach towns, each with their own energetic vibe. Just a few miles south of downtown San Luis Obispo, alongside scenic Highway 1, Pismo Beach offers year-round fun in the sun. Kayak the [Dinosaur Caves](#). Surf the day away, or lounge on the sand. Venture downtown and find shops, wine tasting and famous clam chowder. In Shell Beach, discover dolphins, whales and seabird sightings heightened by the beautiful Central Coast sunset. [Hiking](#), [horseback riding](#) and [fishing](#) are all part of the Pismo Beach experience, although many visitors simply come to relax and enjoy the fresh sea air. Stroll the award-winning boardwalk or Pismo Beach Pier, and you'll understand why this quintessential California beach town has captivated vacationers' imaginations for generations.

Sample DMO Panel

CWC will showcase all aspect of our region with individual displays from each community in San Luis Obispo County.

Each individual DMO overview wall-mounted panel will include a brochure area to be fulfilled by each DMO.

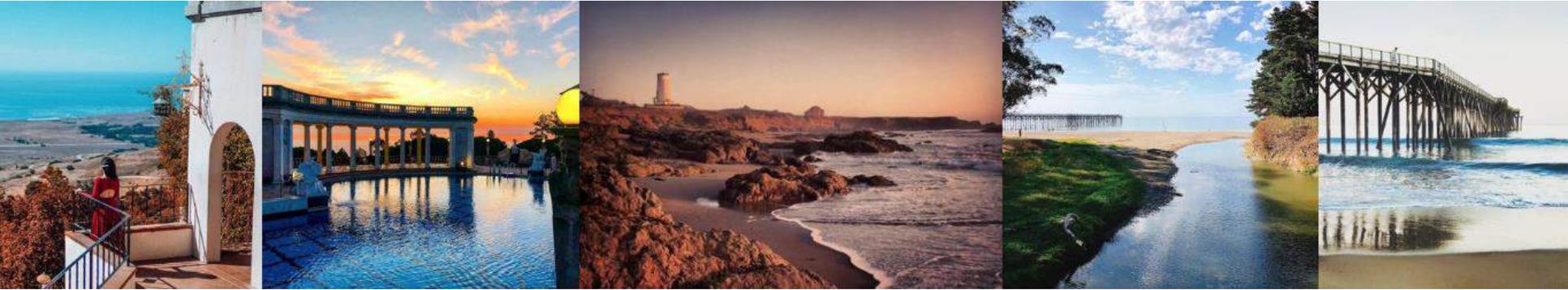
A QR code will be on each individual display and will link the visitor to the specific DMO website. This will allow for multi-language interaction with each destination.



575 Embarcadero – Interior Components

Business Objectives

OBJECTIVE ONE	OBJECTIVE TWO
<p>Increase walk - in traffic with CWC Caltrans signage on Hwy 101 – north & south in City of SLO</p> <p>Cal Trans Highway signs in Paso Robles, Atascadero on Hwy 101 – north & south</p>	<p>Increase retail sales & distribution of print collateral. Direct and facilitate length of stay in the county with slocal.com interactive terminals and free-standing displays on each regional destination.</p>
OBJECTIVE DESCRIPTION	OBJECTIVE DESCRIPTION
<p>We anticipate an increase of visitors when we are identified as a CWC on Hwy 101 at exit 1 North to Morro Bay.</p>	<p>Wall mounted space for each SLO CAL destination</p> <p>We also anticipate retail sales with the California brand items available for purchase. Totes, Mugs and other retail merchandise.</p>



Visitor Profile

- Our visitors are both domestic and international with a high concentration from Europe, Germany, China, Mexico, Canada and India
- Provide services to visitors looking for information on various activities: farmers markets, wine tasting, whale watching and more
- Distribute maps and information on the various areas of the state
- We would keep a log of where our visitors are from and what they are requesting and have an electronic door counter to track our visitors

Management Structure and Employees

- Tourism Manager: Jennifer Little, CWC concept/creations, build-out and retail merchandise management.
- Morro Bay Chamber: contracted by the City of Morro Bay to manage and staff the CWC.
- Visitor Services managed by MB Chamber of Commerce with P/T staff



Reporting

- Walk – in visitor traffic (how many and where they are from)
- Total gross retail sales
- Total tour group numbers and where they are from
- Review QR code link details

Hours of Operation

- Open (363 days annually) 7 days a week from 10am – 5:30 pm



Brand Management - Signage

CWC Morro Bay signage would be revised as California Welcome Center – Morro Bay. CWC directional signage would be added to Highway 1 and in the tourism corridor.

City of Morro Bay signage package which is scheduled for installation in early 2020.

Currently the signs denote Visitor Center which would be changed to CWC.

Locations would be finalized once building lease is signed.



Brand Management

CWC Location Signage

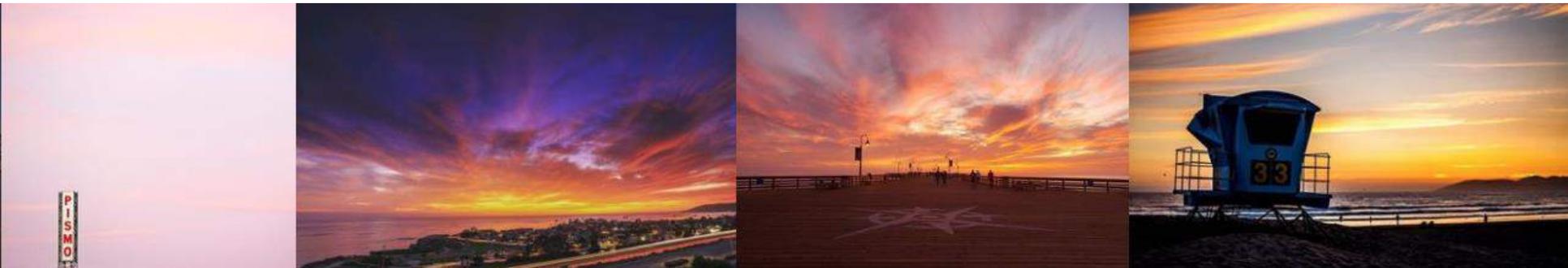
- Building and street signage will be in place under the CWC branded look
- CWC signs would be installation on Hwy 101 North & South in Paseo Robles, Atascadero and San Luis Obispo adding visual influence in more SLO CAL DMO's

Brand Representation within the CWC

- Merchandising would be limited to branded items specifically for the CWC location due to space

Dress Code

- CWC name badges & white shirts or California colors of blue, teal, orange would be required by front-line staff



Customer Service

Services Offered

- Assistance with hotel and restaurant reservations.
- Tickets attractions including Cal Poly events, Hearst Castle, Paso Event Center
- Complimentary wine tasting coupons

Forms of Communication with International Customers

- Customers are always greeted with a “Welcome,” good morning or good afternoon, and how may I help you
- If a customer needs assistance with looking for something, we help guide them along
- Phone calls are answered the same way with customers directed to whomever they are calling, or questions answered
- VCA multi-language brochures and flyers would also be available at CWC



Customer Service

Service Level Measurement

- Keep our staff informed and trained on current visitor information
- Bi-monthly staff meetings
- Training and updates occurring in the region and throughout the state
- Written policies in place that ensure check and balances on daily procedures

Customer Feedback

- “Sign-in” book that visitors can leave comments in
- Comments, suggestions and questions on our social media platforms
- When a visitor enters CWC Morro Bay, they will be asked where they are from; first time here; how did you find us?
- This information is used by Morro Bay and Visit SLO CAL for marketing



New Hire Training

Module 1 <ul style="list-style-type: none">• Organizational Structure• Visit California Overview• California Welcome Center Program• Morro Bay Visitor Center Info	Module 2 <ul style="list-style-type: none">• Employee Role• Overview of Services• Employee Responsibilities• Systems Training (POS, Microsoft Word, Excel, email)
Module 3 <ul style="list-style-type: none">• Organizational Policies• HR Procedures• Work Schedules• Health & Safety• Dress Code	Module 4 <ul style="list-style-type: none">• Location Training• Area of Expertise• What's Nearby• Available Products
Module 5 <ul style="list-style-type: none">• Partnership Training• Visit California Star Training• Partner Visits – experience the product.	Module 6 <ul style="list-style-type: none">• CWC Profiles• Reviews of all Welcome Centers• Reference Documents
Module 7 <ul style="list-style-type: none">• Customer Service Basics• First Impressions• Greetings & Engagement• Use of Materials• Handling a Negative Experience• Closing the Interaction	Module 8 <ul style="list-style-type: none">• Advanced Customer Service• Customer Service Skills• Getting Reviews and Postings• Complaints and Returns• Email & Online Etiquette

Ongoing Training Program

- Team members will have completed the Visit California Star Training Program



Outline business relationships of the CWC

Organization	Relationship to CWC	Value to CWC	CWC's Value to Organization
Morro Bay Tourism Office	Contractyts with Chamber to manage CWC. Oversees the creation and set up of the CWC. Monitors and manages the retail aspect of the CWC. Shares out through sales channels with SLOCAL sales leads	Extensive connections to Chamber, city and local tourism connections.	Exposure to Morro Bay
Morro Bay Chamber of Commerce	President/CEO of the CWC contracts with City of MB and manages Visitor Center	Understand local business scene and will distribute information/first impressions to visitors	CWC manages staff for CWC and training of the staff
Visit SLO CAL	MB Tourism Manager sits on the VSLOCAL Marketing Committee	Collaborative marketing to support MB and county economic development ideas	Provides the MB EDC with tourism data and research to include in their economic development plans
Hearst Castle	HC Dir of Public Relations and MB Tourism Manager work closely together on various projects	Provides an auxiliary location of CWC welcoming thousands of visitors annually	Help those interested find the right tour/experience for their group
Central Coast Tourism Council (CCTC)	MB Tourism Manager is a member of the CCTC and attends BOD meetings	CCTC Marketing Plan includes promoting and identifying CWC's located on the Central Coast	CWC provides location for CCTC collateral distribution and Certified Folder Display Racks



Action Plan

Goal/Priority One –

- Secure building lease

Goal/Priority Two – SLO CAL interactive displays for each DMO

- SLO CAL to create individual panels for each DMO

Goal/Priority Three – Increase walk-in traffic

- CWC signage on Hwy. 101 North & South and directional signage located into CWC
- SLO CAL to create Hwy 1 outdoor board

Goal/Priority Four – Retail Sales

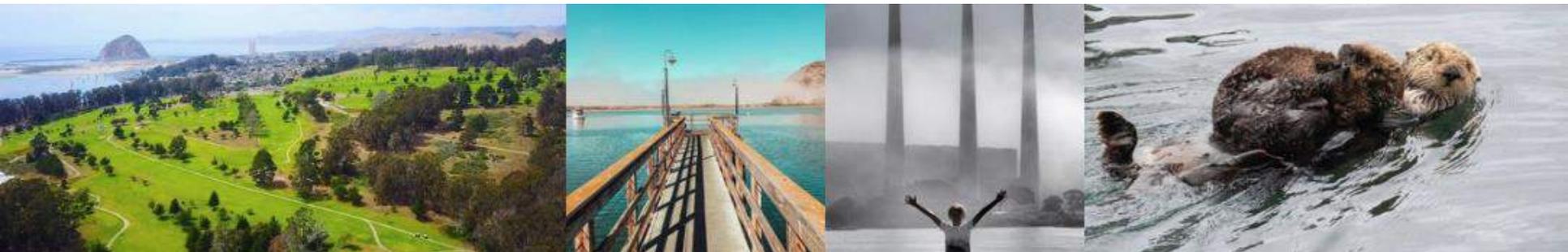
- California theme retail items

Goal/Priority Five – Increase Exposure for”

- Local hotels & RV parks, tour groups, Hearst Castle, Cal Poly, etc

Goal/Priority Six – Maintaining CWC Training

- Bi-monthly updates to staff on CWC meetings
- Providing staff with current California research



Vision

- To be the recognized resource center for destinations, community and statewide information by residents and travelers alike
- To create an interactive Center that showcases each aspect of SLO CAL with individual displays from each community in San Luis Obispo County



Mission

- CWC's offer unique and authentic customized visitor services for explorers interested in all that California has to offer
- As a network of information hubs, the Welcome Centers – and their friendly, knowledgeable employees – provide visitors and residents with informed suggestions on how to take advantage of a variety of experiences
- CWC's serve as brand ambassadors for California tourism and benefit not only each individual visitor, but also – through influence over visitor spending – our local communities, the state and all associated stakeholders



Value

- CWC Morro Bay will provide information about the area including recommendations for:
 - Lodging
 - Dining
 - Experiences
- Creating inspirations for guests to continue exploring SLO CAL and the great state of CA
- CWC Morro Bay will serve as concierge to the community, providing exceptional customer service to both travelers and local community members



Region

- The CWC Morro Bay will be located directly off Highway 1
- The CWC provides visitor information for the State of California as a whole, but its primary focus is providing information on our local regions and the various destinations in the County
- Morro Bay will also act as a gateway location for visitors headed north to on the prestigious Highway 1 through San Simeon, Hearst Castle, Monterey and into San Francisco, or south to Pismo Beach, Santa Barbara, Ventura and Southern California



575 Embarcadero Year 1 BUDGET	July	August	September	October	November	December	January	February	March	April	May	June	Annual
Income													
Merchandise sales	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 4,500	\$ 46,500
City Contribution	\$ 4,168	\$ 4,166	\$ 4,166	\$ 4,168	\$ 4,166	\$ 4,166	\$ 4,166	\$ 4,166	\$ 4,168	\$ 4,166	\$ 4,166	\$ 4,168	\$ 50,000
MB TBID Contribution	\$ 7,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 51,000
Visitor Center - Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SLOCAL Contribution	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 90,000
CA welcome Center Funding	\$ 23,168	\$ 20,166	\$ 20,166	\$ 20,168	\$ 20,166	\$ 20,166	\$ 18,666	\$ 18,666	\$ 18,668	\$ 18,666	\$ 18,666	\$ 20,168	\$ 237,500
Total Income	\$ 23,168	\$ 20,166	\$ 20,166	\$ 20,168	\$ 20,166	\$ 20,166	\$ 18,666	\$ 18,666	\$ 18,668	\$ 18,666	\$ 18,666	\$ 20,168	\$ 237,500
Expenses													
Advertising Spend	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 20,500
Merchandise purchased items	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
Hwy 101 Outdoor Board	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 10,800
Caltrans 1-time fee	\$ 5,000												
Hwy 41 Outdoor Board	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Marketing total	\$ 8,400	\$ 3,400	\$ 3,400	\$ 3,400	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,400	\$ 3,400	\$ 3,400	\$ 43,300
Admin/Staff Payroll (1/2 SLOCAL \$39,164)													
Wages & Salaries	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 64,272
Payroll Taxes	\$ 1,284	\$ 1,284	\$ 1,284	\$ 1,284	\$ 1,284	\$ 1,284	\$ 643	\$ 643	\$ 643	\$ 643	\$ 643	\$ 1,284	\$ 12,202
Worker's Compensation	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 69	\$ 656
Payroll Processing Fees	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200
Total Admin/Staff Payroll	\$ 6,809	\$ 6,133	\$ 6,133	\$ 6,133	\$ 6,133	\$ 6,133	\$ 6,809	\$ 78,329					
Facility													
575 Embarcadero Rent	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 20,400
Facility Buildout								\$ 30,000					
Maintenance	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 2,496
Utilities, trash, water, etc	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 19,000
Telephone	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 648
Utilities	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 852
Supplies	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 540
Restroom cleaning & supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
Total Facility	\$ 5,078	\$ 5,078	\$ 5,078	\$ 5,078	\$ 4,078	\$ 4,078	\$ 4,078	\$ 34,078	\$ 4,078	\$ 5,078	\$ 5,078	\$ 5,078	\$ 85,936
Allocated Overhead													
Contract CWC Manager Fee	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 14,400
Contingency	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 8,400
Bookkeeping	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,400
Total Allocated Overhead	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 25,200							
Total Expense	\$ 22,387	\$ 17,387	\$ 17,387	\$ 17,387	\$ 15,878	\$ 16,887	\$ 16,211	\$ 46,211	\$ 16,211	\$ 16,711	\$ 16,711	\$ 17,387	\$ 232,765
Net Income	\$ 781	\$ 2,779	\$ 2,779	\$ 2,781	\$ 4,288	\$ 3,279	\$ 2,455	\$ (27,545)	\$ 2,457	\$ 1,955	\$ 1,955	\$ 2,781	\$ 4,735

575 Embarcadero Years 2-5 BUDGET	July	August	September	October	November	December	January	February	March	April	May	June	Annual
Income													
Merchandise sales	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 4,500	\$ 46,500
City Contribution	\$ 4,168	\$ 4,166	\$ 4,166	\$ 4,168	\$ 4,166	\$ 4,166	\$ 4,166	\$ 4,166	\$ 4,168	\$ 4,166	\$ 4,166	\$ 4,168	\$ 50,000
MB TBID Contribution	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000
Visitor Center - Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SLOCAL Contribution	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 90,000
CA welcome Center Funding	\$ 18,168	\$ 18,166	\$ 18,166	\$ 18,168	\$ 18,166	\$ 18,166	\$ 16,666	\$ 16,666	\$ 16,668	\$ 16,666	\$ 16,666	\$ 18,168	\$ 210,500
Total Income	\$ 18,168	\$ 18,166	\$ 18,166	\$ 18,168	\$ 18,166	\$ 18,166	\$ 16,666	\$ 16,666	\$ 16,668	\$ 16,666	\$ 16,666	\$ 18,168	\$ 210,500
Expenses													
Advertising Spend	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 29,000
Hwy 101 Outdoor Board	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 10,800
Hwy 41 Outdoor Board	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 7,200
Marketing total	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 47,000
Admin/Staff Payroll (1/2 SLOCAL \$39,164)													
Wages & Salaries	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 5,356	\$ 64,272
Payroll Taxes	\$ 1,284	\$ 1,284	\$ 1,284	\$ 1,284	\$ 1,284	\$ 1,284	\$ 643	\$ 643	\$ 643	\$ 643	\$ 643	\$ 1,284	\$ 12,202
Worker's Compensation	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 69	\$ 656
Payroll Processing Fees	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200
Total Admin/Staff Payroll	\$ 6,809	\$ 6,133	\$ 6,809	\$ 78,329									
Facility													
575 Embarcadero Rent	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 20,400
Maintenance	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 2,496
Utilities, trash, water, etc	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 19,000
Telephone	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 648
Utilities	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 852
Supplies	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 540
Restroom cleaning & supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
Total Facility	\$ 5,078	\$ 5,078	\$ 5,078	\$ 5,078	\$ 4,078	\$ 5,078	\$ 5,078	\$ 5,078	\$ 55,936				
Allocated Overhead													
Contract CWC Manager Fee	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 14,400
Contingency	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
Bookkeeping	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,400
Total Allocated Overhead	\$ 2,400	\$ 28,800											
Total Expense	\$ 17,787	\$ 17,787	\$ 17,787	\$ 17,787	\$ 15,878	\$ 17,787	\$ 17,111	\$ 17,787	\$ 210,065				
Net Income	\$ 381	\$ 379	\$ 379	\$ 381	\$ 2,288	\$ 379	\$ (445)	\$ (445)	\$ (443)	\$ (445)	\$ (445)	\$ 381	\$ 435

Letter of support, CBID Chairman



Board of Directors

Mike Hanchett

Lalia Fiege-Kollmann

John King

Shirley Lyon

Matt Masia

Gary Setting

Bram Winter

Cheryl Cuming
*Chief Administrative
Officer*

Nikki Schmidt
County Liaison

Date: December 4, 2019

To: Chuck Davison, SLO CAL

RE: Morro Bay as a future site for our CA Welcome Center

Dear Chuck,

The unincorporated San Luis Obispo County Tourism Advisory Board is the voice for several communities along Highway 1 in San Luis Obispo County, and we are writing this letter to express our support for a California Welcome Center location in Morro Bay, CA. There's simply no better place to have local travel experts share the wonder of the iconic California Highway 1 road trip, the California Central Coast and coastal SLO CAL.

Located along the infamous California Highway 1, and just 15 minutes off Highway 101, a California Welcome Center in Morro Bay will spotlight CA's only Highway 1 location that is perfectly situated between Los Angeles and San Francisco. The Morro Bay CWC will provide travelers access to local experts who can share their invaluable knowledge of this world-renowned stretch of Highway 1. This location will showcase California's stunning Pacific Coast Highway and will serve as a gateway to Big Sur for visitors headed north to San Simeon's Hearst Castle, the Elephant Seal Rookery, Ragged Point, Monterey and Carmel. For those driving south, the Morro Bay CWC will serve as the entrance into So CAL as they pass through Pismo Beach, Santa Barbara, and Ventura.

With tens of thousands of visitors making this bucket-list journey annually, the 57- mile SLO CAL stretch of Highway 1 has so much to offer – Morro Rock, a coastal wine region, and small one-of-a-kind towns that dot the coast. The Morro Bay CWC would be situated at the southern end of the Monterey Bay National Marine Sanctuary which boosts marine life, miles of uncrowded white sand beaches and tons of pull-over spots.

We understand the plan is to take the welcome center concept to a new level, creating an impressive interactive center showcasing the amazing experiences our visitors are seeking. We are excited to be part of this endeavor as we work collaboratively with Morro Bay and other area communities to ensure that our first-ever Highway 1 California Welcome Center will make everyone's trip a truly memorable one.

Sincerely,

Matt Masia, Advisory Board Chair

San Luis Obispo County Tourism Business Improvement District

P.O. Box 1875 | San Luis Obispo, CA 93406

Phone (805) 547.CBID (2243) | Fax (805) 547.2248 | admin@SLOcountyBID.com | Highway1DiscoveryRoute.com

Letter of
support,
Morro Bay
City Council
Member
Robert Davis



CITY OF MORRO BAY

CITY HALL
595 Harbor Street
Morro Bay, CA 93442

December 6, 2019

Chuck Davison, President & CEO
SLO CAL
1334 Marsh Street
San Luis Obispo, CA 93401

Re: Morro Bay California Welcome Center

Dear Chuck,

I believe that the City of Morro Bay is the best location in the county for the California Welcome Center. We are the gateway for northbound tourists who plan to visit Hearst Castle, Cambria, elephant seals, Piedras Blancas light station, Big Sur country and Monterey Bay. A new location in Morro Bay will be the only welcome center on California's Highway 1, a federally designated Scenic Byway, the Pacific Coast Bicycle Route and an international tourist destination.

Market studies show that the top visited point of interest for travelers arriving by air is Morro Bay – the Embarcadero and the Rock. The best place to put a Welcome Center is where people already want to go.

Morro Bay is a convenient location where northbound travelers can fill their fuel tanks at a reasonable price, shop for groceries and take a break in a community that offers outdoor activities, compelling scenery, food, drink and entertainment.

We have trained staff operating our Visitor Center who are skilled at providing information about special experiences and making visitors feel welcome and at home.

Morro Bay is the most logical place in the county to place a Welcome Center that will interpret the Central Coast and points north for visitors.

Sincerely,

Robert Davis
City Councilmember
City of Morro Bay



CITY OF MORRO BAY

CITY HALL
595 Harbor Street
Morro Bay, CA 93442

December 6, 2019

Chuck Davison, President & CEO
SLO CAL
1334 Marsh Street
San Luis Obispo, CA 93401

Dear Chuck Davison:

Thank you very much for considering Morro Bay as the destination for the California Welcome Center location. As home to one of the most iconic California seascapes, one of the most visited destinations on the Central Coast, and a great connecting point to other SLO County tourist stops, Morro Bay is ideally situated to greet our shared visitors along Highway 1.

A Morro Bay – California Welcome Center (CWC) would be the only CWC stop on Highway 1. Driving the world-famous Highway 1 is on everyone's bucket list. With Morro Bay being the gateway City to Highway 1 northern destinations, hosting a visitor center along the storied highway will connect the world to our County. In reviewing the data from Arrivalist, I was pleased to see the total amount of visitors that make a point of visiting Morro Bay while staying in San Luis Obispo County. This data solidified my opinion that Morro Bay would be the ideal county location for the CWC.

Morro Bay is primed to bring the California Welcome Center on board soon, joining forces with our Morro Bay specific Visitor Center. It's an affordable win-win solution for all parties. We look forward to answering any questions you may have about our proposal and support locating the California Welcome Center in Morro Bay. If SLO CAL does chose Morro Bay as the ideal location I will confirm Council's support for the Visitor Center building conversions Morro Bay Tourism Manager Jennifer Little is proposing.

Sincerely,

Scott Collins
City Manager
City of Morro Bay
805-772-6206
scollins@morrobayca.gov

NOVEMBER TRAVEL TRENDS INDEX

The Travel Trends Index measures the direction and pace of travel volume to and within the U.S. on a monthly basis. The index includes a Current Travel Index (CTI) and a Leading Travel Index (LTI). Both the CTI and the LTI include subcomponents (domestic, international, leisure and business).

Analysis provided by
 OXFORD ECONOMICS



CTI reading of **51.1** in **November 2019** indicates that travel to or within the U.S. grew **2.2%** in **November 2019** compared to November 2018.

LTI predicts travel growth will moderate through May 2020, a result of softer growth in domestic leisure travel and continued weakness in international inbound travel.

Overall travel volume (person trips to or within the United States involving a hotel stay or air travel) grew at a slightly slower year-over-year rate in November 2019 than in October 2019. Domestic travel grew at a stable rate (2.4%) thanks to solid leisure segment growth (3.4%), while international inbound travel contracted for the seventh month in 2019.

HIGHLIGHTS:

* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 119 straight months, as the industry nears its 11th consecutive year of expansion.
- The CTI was positive in November, registering 51.1 (indicating 2.2% percent y/y growth). This is slightly lower than the 6-month moving average (2.4%).
- International inbound contracted in November (-0.4%), prolonging the segment's weakness. The Leading Travel Index (LTI) projects that inbound travel will decline about 0.6% over the next six months compared to the same period in the previous year.
- Domestic leisure travel growth carried its strength into November (3.4%) but receded below its recent 6-month trend (3.6%). The business segment experienced subdued growth (0.4%), on par with its 6-month trend.
- The 6-month LTI reading of 50.7 indicates that total U.S. travel volume is expected to grow by 1.4% through May 2020. Over the same period, domestic travel growth is expected to ease toward 1.6% and international inbound growth will continue to contract (-0.6%).

The Oxford/U.S. Travel **Current Travel Index (CTI)** measures the direction and pace of travel volume to and within the U.S. on a monthly basis compared to the same month in the prior year. The index is comprised of a weighting of hotel room demand and air passenger enplanements that represents the overall volume of travelers each month. A score above 50 indicates expansion. A score below 50 indicates decline.

The Oxford/U.S. Travel **Leading Travel Index (LTI)** is an indicator of the future direction and pace of travel volume to and within the U.S. over the coming three and six months compared to the same period in the prior year. The LTIs represent average readings over the next three and six months. The LTI econometric model is based on data sets that have demonstrated to predict near-term future travel: online travel searches and bookings for future travel, consumer travel intentions data, and economic fundamentals. A score above 50 indicates expansion. A score below 50 indicates decline.

NOVEMBER TRAVEL TRENDS INDEX (CONT.)

	CTI	3-MONTH LTI*	6-MONTH LTI**
OCTOBER INDEX	51.3	50.7	50.6
NOVEMBER INDEX	51.1	50.7	50.7
DIRECTION AND SPEED	Travel demand increased; at a slightly slower rate as the previous month	Travel is expected to grow over the coming 3 months; at a slower rate	Travel is expected to grow over the coming 6 months; at a slower rate

* Average outlook reading for Dec 2019 to Feb 2020
 ** Average outlook reading for Dec 2019 to May 2020



This November TTI report is consistent with those of recent months, with domestic travel outperforming international inbound travel. These trends are expected to continue through the first half of 2020, with domestic travel growing, but slowing, and international inbound travel declining slightly. This is also consistent with an outlook for the economic expansion continuing in 2020, albeit at a slightly more moderate pace.

DAVID HUETHER
 Senior Vice President, Research

DETAILED RESULTS:

Domestic travel rose 2.4% in November, largely a result of contributions from the leisure segment (3.4%) as the business segment registered only minor gains (0.4%), on par with its 6-month average. Leisure travel growth of 1.6% is expected through the coming six months, about half its current pace. Vacation intentions have remained ahead of last year so far; however, forward-looking booking and search data provide mixed signals. Business travel growth is expected to remain slow through May 2020 (1.2%), though slightly higher than its recent pace.

International inbound travel declined year-over-year in November. With a slight downward revision to October data, this segment has now contracted in five of the past six months. International inbound travel growth through May 2020 (-0.6%) is expected to remain constrained by economic and policy-based factors over the coming months.

	CURRENT TRAVEL INDEX (CTI)				LEADING TRAVEL INDEX (LTI)		6-MO LTI VS. CTI 6-MO AVG.	
	6-MONTH AVG	SEPTEMBER	OCTOBER	NOVEMBER	3-MONTH*	6-MONTH**	DIRECTION	SPEED
TOTAL MARKET	51.2	51.3	51.3	51.1	50.7	50.7	Increasing	Slower
INTERNATIONAL	49.8	49.8	49.8	49.8	49.7	49.7	Decreasing	Faster
DOMESTIC	51.4	51.5	51.4	51.2	50.8	50.8	Increasing	Slower
BUSINESS	50.2	50.8	49.4	50.2	50.6	50.6	Increasing	Faster
LEISURE	51.8	51.8	52.4	51.7	50.9	50.8	Increasing	Slower

* Average outlook reading for Dec 2019 to Feb 2020
 ** Average outlook reading for Dec 2019 to May 2020

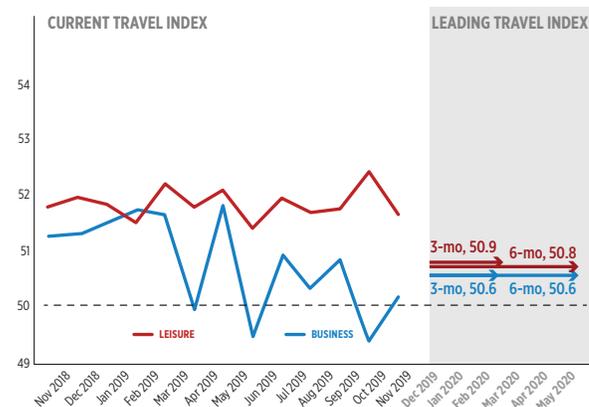
NOVEMBER DOMESTIC AND INTERNATIONAL TRAVEL INDEX

Index (>50 = expansion, <50 = decline)



NOVEMBER DOMESTIC BUSINESS AND LEISURE TRAVEL INDEX

Index (>50 = expansion, <50 = decline)



The Oxford/U.S. Travel **Current Travel Index (CTI)** measures the direction and pace of travel volume to and within the U.S. on a monthly basis compared to the same month in the prior year. The index is comprised of a weighting of hotel room demand and air passenger enplanements that represents the overall volume of travelers each month. A score above 50 indicates expansion. A score below 50 indicates decline.

The Oxford/U.S. Travel **Leading Travel Index (LTI)** is an indicator of the future direction and pace of travel volume to and within the U.S. over the coming three and six months compared to the same period in the prior year. The LTIs represent average readings over the next three and six months. The LTI econometric model is based on data sets that have demonstrated to predict near-term future travel: online travel searches and bookings for future travel, consumer travel intentions data, and economic fundamentals. A score above 50 indicates expansion. A score below 50 indicates decline.

NOVEMBER TRAVEL TRENDS INDEX (CONT.)

The LTI anticipates that domestic travel will increase approximately 1.6% year-over-year through May 2020, with leisure travel moderating but still contributing slightly more to the expansion than business travel. Consumer confidence and expectations eased gently downward in November, and consumer spending strength is forecast to cool. Business investment continues to moderate due to slow global growth, still-high trade tensions, weaker energy-sector activity, and a strong dollar, together limiting expectations for domestic business travel. As economic momentum eases, ongoing trade conflicts are anticipated to continue to weigh on the domestic travel market and pose additional downside risks through the beginning of 2020.

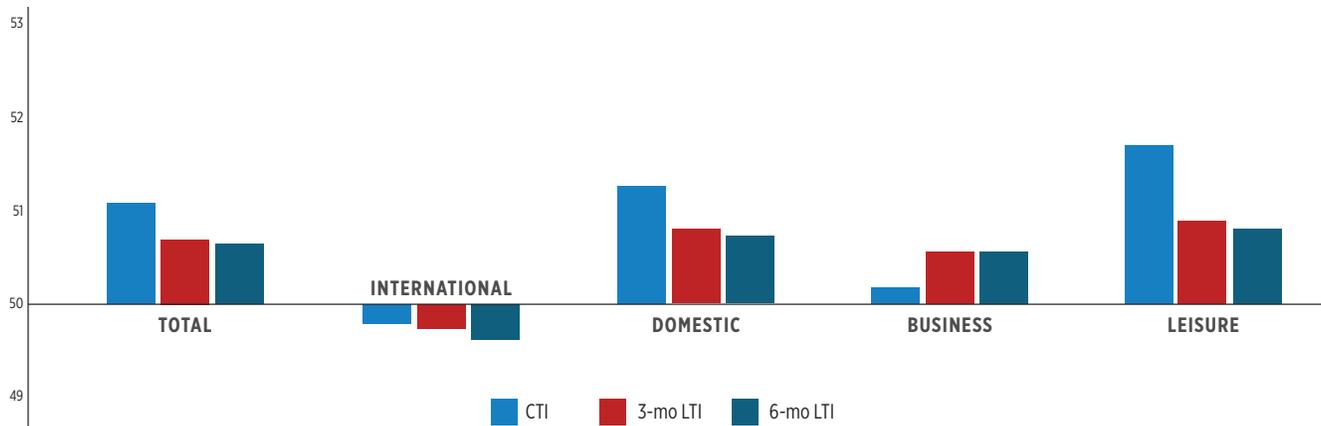
International inbound travel continued its lackluster 2019, posting its seventh decline out of 11 months in 2019. Looking ahead, the LTI indicates that the international segment weakness is likely to continue and may worsen. Cooling domestic and global momentum, prolonged trade tensions and policy uncertainty remain major risks to international traveler sentiment. Further progress in trade discussions between the U.S. and China, following the phase-one deal agreed upon in mid-December, may ease these downside risks.

Adam Sacks, president of Oxford's Tourism Economics group says, "Domestic travel growth has continued its positive trajectory, particularly on the leisure front, aided by still-solid macroeconomic fundamentals. Thawing trade tensions—should negotiations proceed to phase two and further—could help lift an otherwise pessimistic outlook on the international front."

Please note: The Travel Trends Index is based on public and private sector source data which are subjected to revision by the source agency.

NOVEMBER CTI, 3-MONTH AND 6-MONTH LTI

Index (>50 = expansion, <50 = decline)



The Oxford/U.S. Travel **Current Travel Index (CTI)** measures the direction and pace of travel volume to and within the U.S. on a monthly basis compared to the same month in the prior year. The index is comprised of a weighting of hotel room demand and air passenger enplanements that represents the overall volume of travelers each month. A score above 50 indicates expansion. A score below 50 indicates decline.

The Oxford/U.S. Travel **Leading Travel Index (LTI)** is an indicator of the future direction and pace of travel volume to and within the U.S. over the coming three and six months compared to the same period in the prior year. The LTIs represent average readings over the next three and six months. The LTI econometric model is based on data sets that have demonstrated to predict near-term future travel: online travel searches and bookings for future travel, consumer travel intentions data, and economic fundamentals. A score above 50 indicates expansion. A score below 50 indicates decline.

METHODOLOGY

The **Current Travel Index (CTI)** measures monthly travel volumes in the U.S., including both domestic and international inbound travel. A score over 50 indicates an expansion in travel relative to the same month the prior year.

The index measures person trips that involved a hotel stay and/or a flight.

The following methods and sources are used to estimate (1) total travel; (2) international visitations; and (3) domestic travel (which is the residual of total travel minus international visitations):

- 1. Total travel (domestic and international):** Total travel is calculated based on hotel stays of domestic and international travelers as well as air travel of domestic travelers. While most international visitors are assumed to stay in hotels, domestic travelers often do not. As such, the domestic travel estimate is further informed by domestic air enplanements to help capture the entire domestic market. STR provides monthly data on hotel room demand, and domestic air passenger enplanements are calculated based on monthly investor relations reports for all major domestic airlines. The research firm TNS provides representative data on U.S. travelers to determine the average length of stay, persons per traveler party, and the proportion of hotel guests who also fly. The CTI encompasses three traveler types on these bases that are shown below with their basic calculation.

HOTEL GUESTS & FLYERS

$$\frac{\text{enplanements}}{\text{enplanements per trip}} \times \% \text{ of flyers that stay in hotel}$$

HOTEL GUESTS & NON-FLYERS

$$\frac{\text{occupied rooms x people per room}}{\text{length of stay}} \times \% \text{ of hotel guests that did not fly}$$

NON-HOTEL GUESTS & FLYERS

$$\frac{\text{enplanements}}{\text{enplanements per trip}} \times (1 - \% \text{ of flyers that stay in hotel})$$

- 2. International visits:** The international component of the CTI is based on the Department of Homeland Security’s Advanced Passenger Information System (APIS), which tracks international travel to the U.S., and distinguishes between foreign nationals and U.S. citizens. Visits from Canada are tracked by Statistics Canada and visits from Mexico are tracked by Banco de Mexico. Further analysis of international markets is informed by origin-destination air travel data from OAG, Sabre Market Intelligence aviation passenger data, and IATA Billing Settlement Plan data. Each of these datasets tracks non-resident air travel to the U.S. by country of origin based on unique sources. Official estimated of international visitation to the U.S. (I-94) are released by the U.S. Department of Commerce on approximately a four-month lag. As this data becomes available, historic CTI estimates will be revised.
- 3. Domestic travel:** The domestic component of the CTI is measured as the residual of total travel minus international. The domestic leisure travel component is based on STR room demand data that is segmented by type of property and day of the week. A domestic leisure travel proxy has been developed based on the location, type of property, and day of the week of travel. Domestic business travel is measured as the residual of total domestic travel minus domestic leisure travel.

The **Leading Travel Index (LTI)** measures the likely average pace and direction of U.S. travel volumes over the coming three and six-month periods. A reading over 50 indicates an expansion in travel relative to the same period last year.

The LTI econometric model includes three categories of information that have shown a strong predictive capability of short-term travel trends. High frequency macroeconomic data capture underlying movements in the labor market, exchange rates and company performance. Consumer sentiment data from the Conference Board provide a long-term trend of consumer attitudes that can be tracked with future travel patterns; online search and bookings data provide a window into traveler planning based on data from ADARA and nSight, and data from ARC measures bookings.

TRAVEL TRENDS INDEX DATA CATEGORY	MEASUREMENT	TRAVEL SEGMENTS	DETAILS
MACROECONOMIC TRENDS	Unemployment rate	Total, international, domestic (leisure)	Share of labor force
	Exchange rates	Total, international	\$US market rates, weighted average of inbound markets
	GDP by visitor origin	Total, international, domestic (business & leisure)	Gross output, U.S. and weighted average of inbound markets
	Corporate profits	Total, international, domestic (business)	Corporate earnings, U.S. and weighted average of inbound markets
	Personal disposable income	Total, international	Personal income, weighted average of inbound markets
CONSUMER AND BUSINESS SENTIMENT	Consumer travel intentions	Total, domestic (leisure)	Visitor intentions & air visitor intentions
	S&P stock market index	Total, domestic (business)	Stock market index, period average
TRAVEL SEARCH AND BOOKING	ADARA online searches and bookings for future travel	Total, international, domestic (business & leisure)	Domestic/international & business/leisure
	ARC bookings for future travel	Total, domestic	Air travel with 6-month booking windows
	nSight online searches and bookings for future hotel stays	Total, domestic, international	Domestic/international forward bookings

ABOUT THE U.S. TRAVEL ASSOCIATION

The U.S. Travel Association is the national non-profit organization representing all components of the travel industry, which generates \$2.5 trillion in total economic output and supports 15.7 million American jobs. U.S. Travel's mission is to increase travel to and within the United States.

ABOUT OXFORD ECONOMICS

Oxford Economics is one of the world's foremost independent global advisory firms, providing reports, forecasts and analytical tools on 200 countries, 100 industrial sectors and over 3,000 cities. Its best-of-class global economic and industry models and analytical tools give it an unparalleled ability to forecast external market trends and assess their economic, social and business impact.

DATA CONTRIBUTORS

The U.S. Travel Index project is dependent upon unique datasets to track and predict travel trends. The U.S. Travel Association and Oxford Economics wish to thank the following organizations for their significant contributions:

ADARA serves leading travel brands by delivering critical intelligence that drives personalization and relevance throughout the customer's journey, resulting in more meaningful and profitable relationships. Fueling these insights is ADARA's data co-op which connects over 200 leading travel brands to create the most comprehensive view of the world's travelers and their behaviors across brands, channels, and devices. ADARA transforms how their B2C clients leverage consumer insight at every stage—learn, act, measure and modify—to unleash the revenue potential of each individual.

Airlines Reporting Corporation (ARC) is a leading technology solutions company providing the U.S.-based travel industry with world-class business products, travel agency accreditation services, process and financial management tools, and powerful data analytics.

nSight combines the world's largest view of consumer shopping data with predictive marketing and revenue management solutions to deliver more guests to your hotel and visitors to your destination.

STR is the leading global provider of competitive benchmarking, information services and research to the hotel industry.

TRAVEL TRENDS INDEX	55	54	53	52	51	50	49	48	47	46	45
12-MONTH % CHANGE IN TRIPS	+10.0%	+8.0%	+6.0%	+4.0%	+2.0%	+0.0%	-2.0%	-4.0%	-6.0%	-8.0%	-10.0%



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SEO REPORT

December 2019

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Listings & Ext. Links YoY

Ranking Performance

EXECUTIVE SUMMARY - December 2019

Total Traffic Overview

Sessions
69,005
 ↑ 4.8% ↑ 3,154

Bounce Rate
53.79%*
 ↑ 324.0%

Pages / Session
2.12
 ↓ -14.2%

Avg. Session Duration
00:02:40 **
 ↓ -8.3%

Organic Traffic Overview

Sessions
36,333
 ↑ 6.5% ↑ 2,213

Bounce Rate
48.03%*
 ↑ 343.0%

Pages / Session
2.25
 ↓ -12.8%

Avg. Session Duration
00:03:10 **
 ↓ -15.4%

Organic Traffic by Section

Stay
298
 ↓ -1.7% ↓ -5

Things to Do
2,210
 ↑ 5.2% ↑ 109

Listings
2,365
 ↑ 40.9% ↑ 686

Blog
5,860
 ↑ 45.4% ↑ 1,831

Explore
4,199
 ↑ 37.5% ↑ 1,145

Landing Page	Sessions
/stay/rv-parks-campgrounds/	105
/stay/	90

Landing Page	Sessions
/things-to-do/	467
/things-to-do/shopping/shopping-centers/	217

Landing Page	Sessions
/listing/elephant-seal-vista-point/1884/	192
/listing/irish-hills-natural-reserve/1691/	147

Landing Page	Sessions
/blog/post/slo-cal-christmas-eve-christmas-da...	1,780
/blog/post/iconic-eats-every-visitor-should-try/	1,284

Landing Page	Sessions
/explore/san-luis-obispo/	532
/explore/paso-robles/	372

* Issues with tracking elements caused the Bounce Rate to be artificially low. These issues were resolved end of April 2019. May 2020 we'll have accurate YoY comparisons.

** As Session Duration is not measured when a user bounces, Session Duration will be artificially inflated when Bounce Rate is artificially low.

Analysis & Recommendations

Analysis

Your Organic Sessions continue to grow YoY. New content (new pages and improved pages) are mostly responsible this growth (approximately 2,000 session due to new/improved content compared to 2,213 new sessions). The YoY growth of the Things to Do and the Events page are defying the industry trend of YoY losses due to the amount, variety, and specificity of your pages. The Explore section continues to do well, and new Blog content is having a positive impact on YoY organic numbers (Approximately 1,500 new sessions). The Stay section continues to present challenges, recommendations sent last month could help reverse that trend.

Recommendations

As evidenced by your YoY organic growth, new content is vital. With that in mind, consider expanding your Holidays Events and Festivals section. Three of your top 10 organic landing pages were event pages, accounting for nearly 8% of traffic. Signature events pages are ideal for showcasing not only the event but hotels, restaurants, and other things to do near that event. Recurring events also lend themselves beautifully to creating complimentary content about them.

Some complimentary blog ideas to consider:

First Timers Guide to ...

Things Can't Miss at ...

What Locals Love About ...



OVERALL TRAFFIC

Overall Traffic Summary | 6 Months & YTD

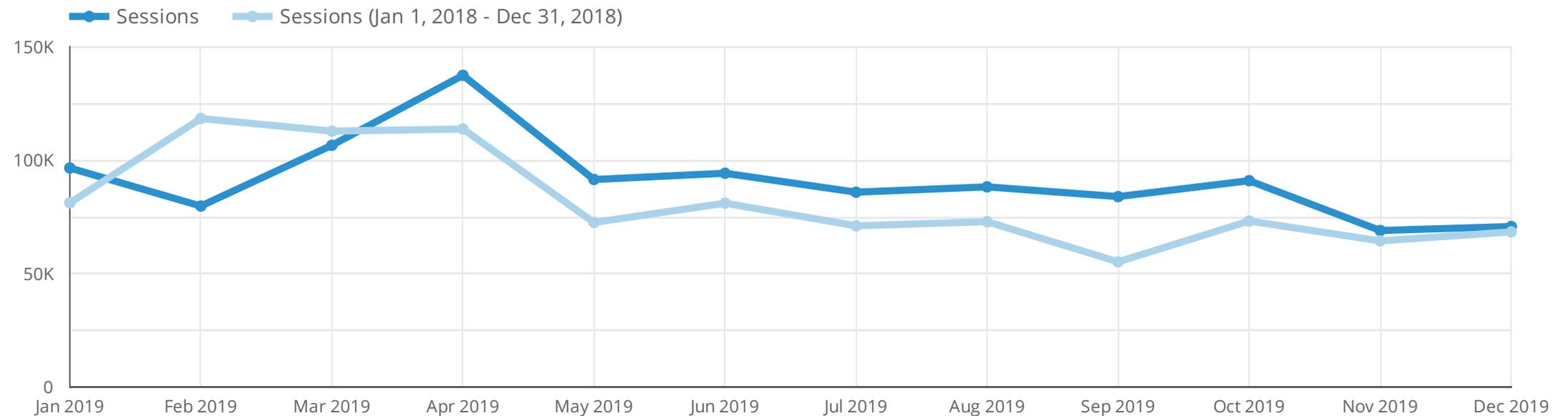
How is my total traffic performing over time?

by Sessions, Users, Bounce Rate, Pageviews, Pages per Sessions, and Avg. Session Duration

Month	Sessions	Users	Bounce Rate	Pageviews	Pages / Session	Avg. Session Duration
December	70,833	57,515	55.72%	131,682	1.86	00:02:29
November	69,062	56,578	55.47%	124,797	1.81	00:02:23
October	91,059	67,765	55.6%	164,840	1.81	00:02:17
September	84,035	63,237	55.35%	150,387	1.79	00:02:23
August	88,330	67,492	54.65%	162,260	1.84	00:02:27
July	85,978	69,100	54.57%	158,975	1.85	00:02:34

How are users from all sources trending over time?

by Sessions Year over Year



Overall Traffic Summary | Last Month

What channels are my website visitors coming from?

by Channel, Sessions, and Percent of Sessions Year over Year

Channel	Sessions ▾	% Δ	% of Sessions	% Δ
Organic Search	36,333	6.5% ↑	52.65%	1.6% ↑
Paid Search	11,688	-10.5% ↓	16.94%	-14.6% ↓
Direct	6,503	16.6% ↑	9.42%	11.3% ↑
Display	4,631	1,158.4% ↑	6.71%	1,101.0% ↑
Referral	4,579	11.0% ↑	6.64%	6.0% ↑
(Other)	3,880	-25.9% ↓	5.62%	-29.3% ↓
Social	1,351	-59.7% ↓	1.96%	-61.5% ↓
Email	40	135.3% ↑	0.06%	124.8% ↑
Grand total	69,005	4.8% ↑	100%	0.0%

How does my website perform compared to the industry averages?

by Pages per Session, Avg. Session Duration, and Bounce Rate for All and Organic Traffic

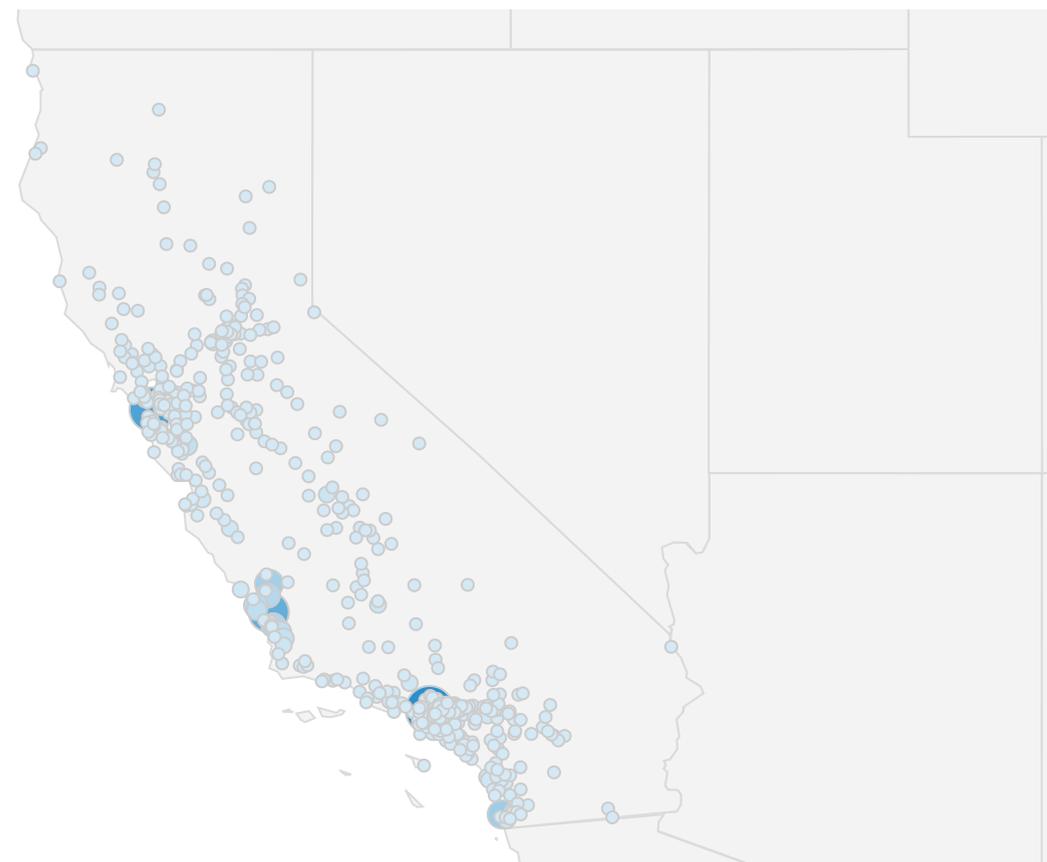
Metric	Industry Average	SLOCAL.com	% Difference
Total Pages Per Session	1.66	2.12	28.79%
Total Avg Session Duration	00:01:39	00:02:40	-1.88%
Total Bounce Rate	54.40%	53.79%	-1.88%
Organic Pages Per Session	2.09	2.25	6.09%
Organic Avg Session Duration	00:02:04	00:03:10	66.09%
Organic Bounce Rate	47.87%	48.03%	0.54%

Overall Traffic In-State Summary | Last Month

What cities are users from?

by City, Sessions, and % Change Year over Year

City	Sessions ▾	% Δ
Los Angeles	8,187	-14.6% ↓
San Francisco	6,471	11.6% ↑
San Luis Obispo	5,405	6.4% ↑
San Diego	2,614	216.5% ↑
Paso Robles	2,389	21.6% ↑
Arroyo Grande	1,758	23.8% ↑
Atascadero	1,583	4.1% ↑
Morro Bay	1,309	48.8% ↑
Nipomo	1,007	126.8% ↑
Baywood-Los Osos	990	-13.2% ↓
Irvine	902	68.9% ↑
San Jose	867	16.1% ↑
Santa Maria	750	-6.6% ↓
Sacramento	560	-14.1% ↓
Fresno	445	-24.3% ↓
Pismo Beach	443	-15.3% ↓
Orcutt	395	44.7% ↑

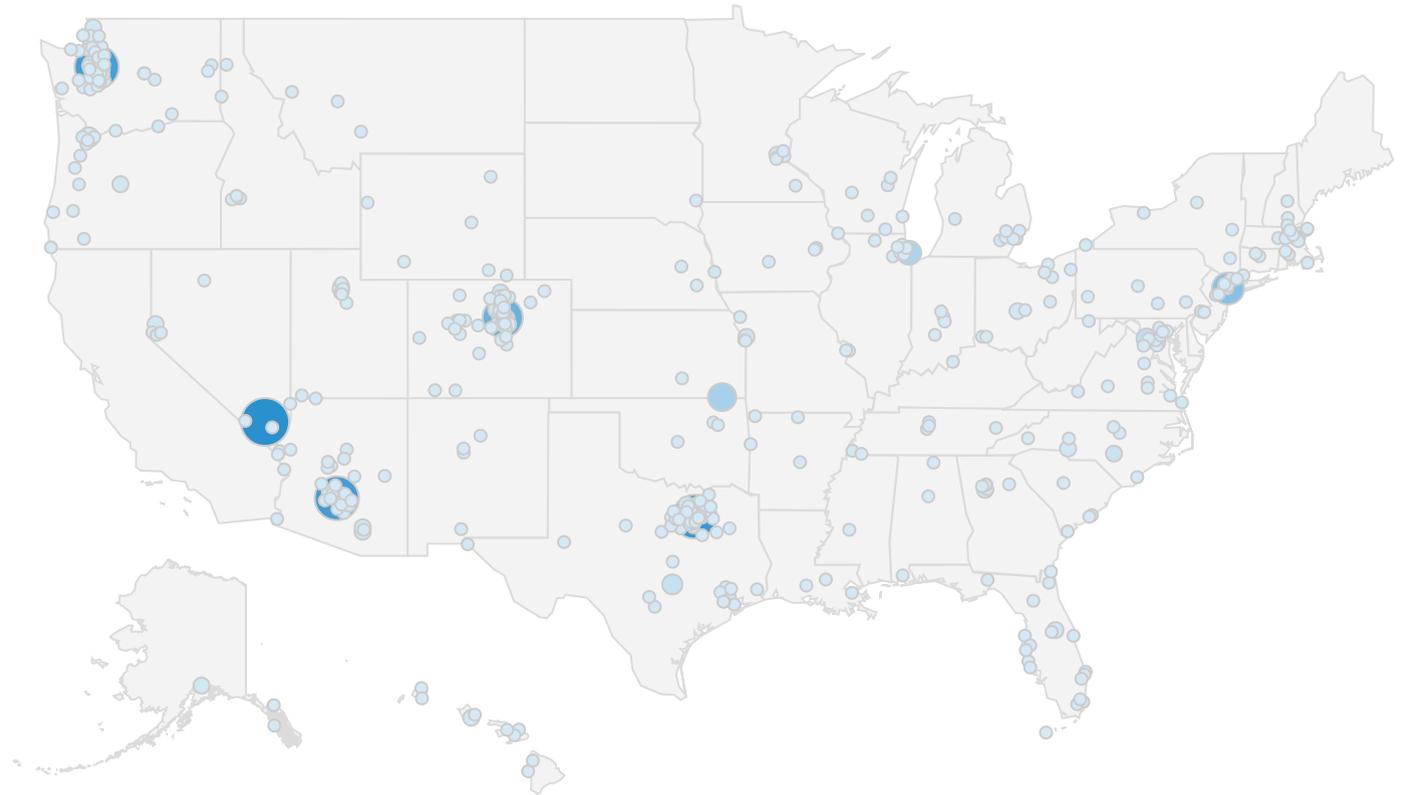


Overall Traffic Out of State Summary | Last Month

What cities are users from?

by City, Sessions, and % Change Year over Year

City	Sessions ▾	% Δ
Las Vegas	1,080	671.4% ↑
Dallas	979	306.2% ↑
Phoenix	919	-52.4% ↓
Seattle	897	-9.2% ↓
Denver	672	-30.5% ↓
New York	481	-7.5% ↓
Coffeyville	291	250.6% ↑
Chicago	254	-31.9% ↓
Mesa	137	-57.6% ↓
Ashburn	131	-25.1% ↓
Fort Worth	128	412.0% ↑
Scottsdale	110	-36.8% ↓
Portland	107	7.0% ↑
Austin	97	142.5% ↑
Washington	92	41.5% ↑
London	88	46.7% ↑
Fayetteville	83	4,050.0% ↑
Aurora	83	-57.4% ↓



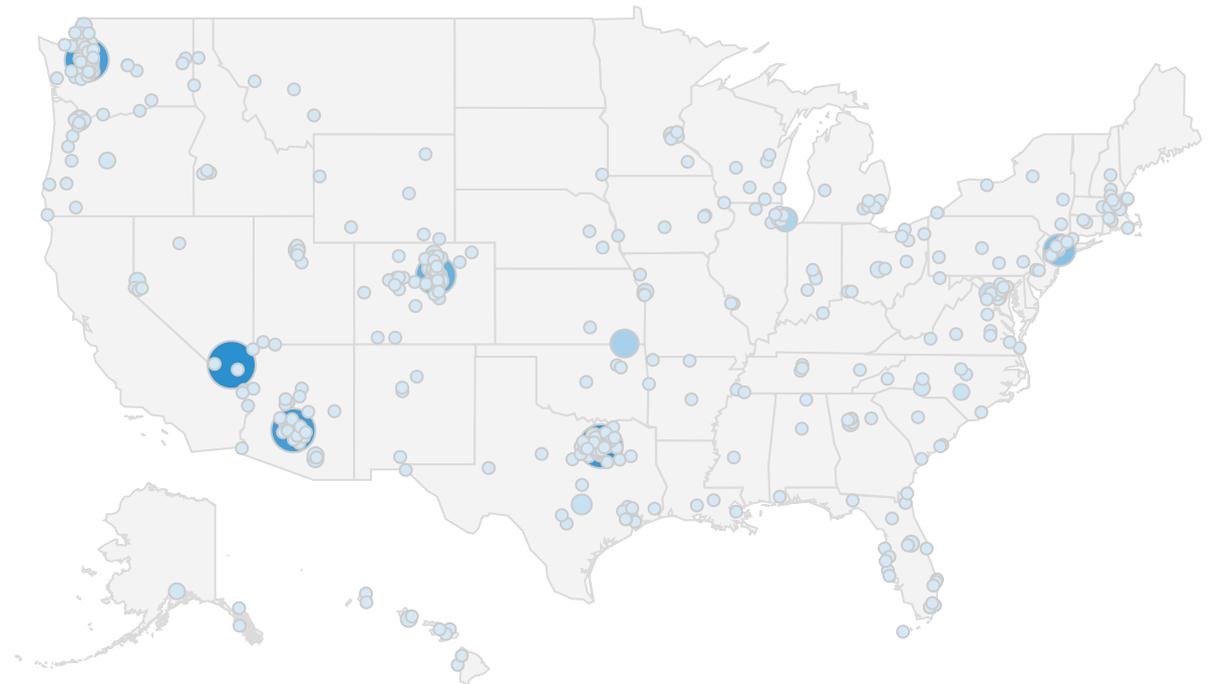
3 1,080

Overall Traffic Out of State Metros Summary | Last Month

What cities are users from?

by City, Sessions, and % Change Year over Year

Metro	Sessions ▾	% Δ
Seattle-Tacoma WA	1,928	-20.3% ↓
Phoenix AZ	1,897	-49.3% ↓
Dallas-Ft. Worth TX	1,862	355.3% ↑
Denver CO	1,470	-32.7% ↓
Las Vegas NV	1,101	464.6% ↑
New York, NY	610	-13.6% ↓
Chicago IL	349	-21.4% ↓
Tulsa OK	319	243.0% ↑
Washington DC (Hagerstown MD)	314	-8.2% ↓
Portland OR	216	-23.4% ↓
Boston MA-Manchester NH	160	44.1% ↑
Salt Lake City UT	152	26.7% ↑
Atlanta GA	119	30.8% ↑
Raleigh-Durham (Fayetteville) NC	117	207.9% ↑
Austin TX	109	109.6% ↑
London	102	47.8% ↑
Minneapolis-St. Paul MN	100	-8.3% ↓
Tucson (Sierra Vista) AZ	97	3.2% ↑
Houston TX	94	-30.9% ↓
Philadelphia PA	89	-3.3% ↓



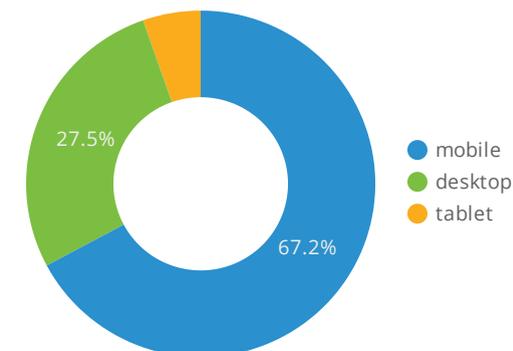
3  1,080

Overall Traffic Device Breakdown | Last Month

What devices are users on my site using?

by Device Category, Sessions, Bounce Rate, Pages per Session, and Avg. Session Duration

Device C...	Sessions ▾	% Δ	Bounce Rate	% Δ	Pages / ...	% Δ	Avg. Session Dur...	% Δ
📱 Mobile	46,358	3.9% ↑	59.69%	350.1% ↑	1.75	-15.6% ↓	00:02:14	-5.2% ↓
💻 Desktop	18,947	15.2% ↑	39.68%	243.2% ↑	2.95	-12.1% ↓	00:03:40	-12.7% ↓
📱 Tablet	3,700	-23.0% ↓	52.27%	366.1% ↑	2.62	-19.5% ↓	00:02:53	-17.9% ↓
Grand total	69,005	4.8% ↑	53.79%	324.0% ↑	2.12	-14.2% ↓	00:02:40	-8.3% ↓



What are the top pages for mobile users?

by Page and Sessions Year over Year

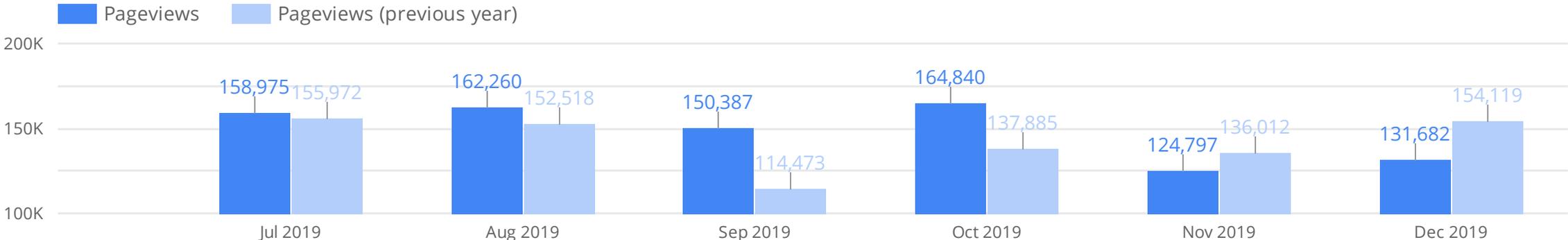
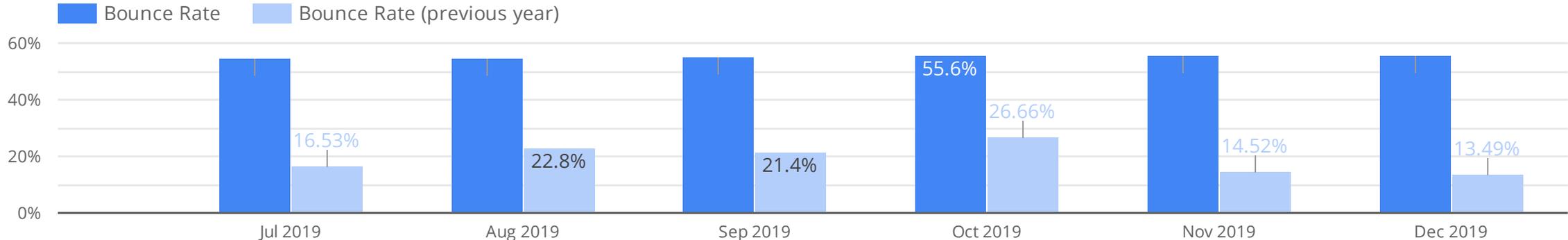
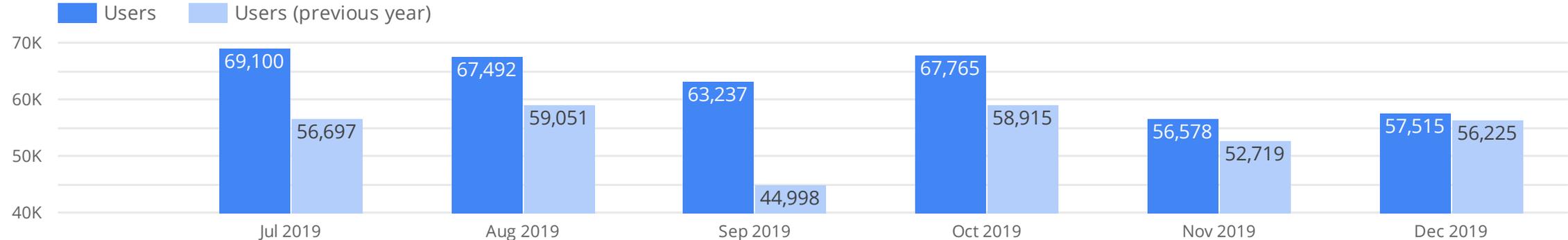
Landing Page	Sessio...	% Δ
/	7,185	-45.1% ↓
/events-and-festivals/signature-events/restaurant-month/	3,484	9.3% ↑
/events-and-festivals/	1,350	-9.1% ↓
/event/vine-street-christmas-victorian-showcase/3862/	1,203	504.5% ↑
/blog/post/iconic-eats-every-visitor-should-try/	1,189	-
/blog/post/slo-cal-christmas-eve-christmas-day-dining-guid...	1,176	-2.2% ↓
/event/polar-bear-dip/1865/	1,155	501.6% ↑
/san-sbp/	1,095	-
?utm_campaign=fy20_miles_engagement	1,001	-
/events-and-festivals/holiday-events-festivals/	945	2.2% ↑

What are the top pages for desktop users?

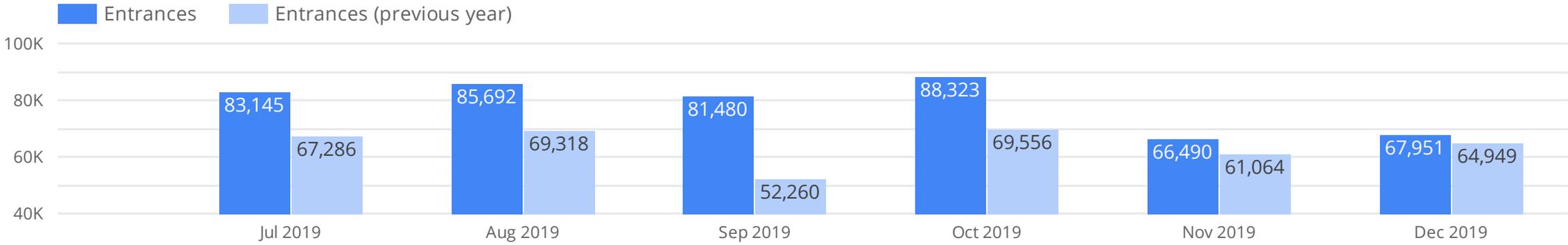
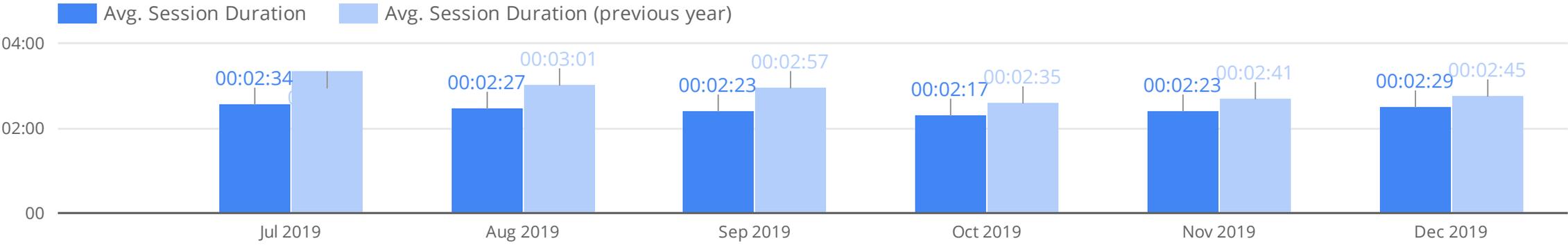
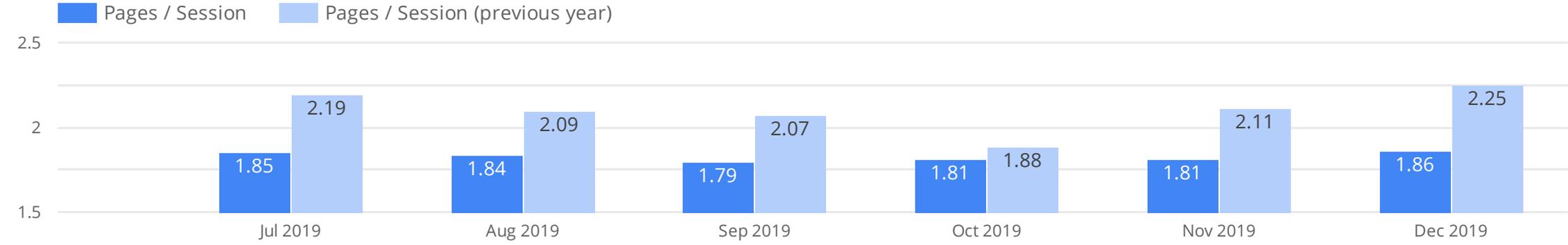
by Page and Sessions Year over Year

Landing Page	Sessio...	% Δ
/	3,344	-2.5% ↓
/events-and-festivals/signature-events/restaurant-month/	1,438	18.0% ↑
/events-and-festivals/	864	-18.3% ↓
/san-sbp/	542	-
/blog/post/slo-cal-christmas-eve-christmas-day-dining-guide/	540	33.0% ↑
/events-and-festivals/events-calendar/	412	48.2% ↑
/events-and-festivals/holiday-events-festivals/	346	-18.4% ↓
/event/polar-bear-dip/1865/	238	495.0% ↑
/event/field-of-light-at-sensorio/5916/	220	-
/blog/post/discover-the-california-less-traveled/	213	-

Engagement Stats - YoY Overall Traffic - Part 1



Engagement Stats - YoY Overall Traffic - Part 1



Top Content | Last Month

How are users engaging with my landing pages?

by Sessions, Avg. Session Duration, and Bounce Rate

Top Landing Pages	Sessions
/	11,145
/events-and-festivals/signature-events/restaurant-month/	5,389
/events-and-festivals/	2,328
/blog/post/slo-cal-christmas-eve-christmas-day-dining-guide/	1,844
/san-sbp/	1,741
/event/polar-bear-dip/1865/	1,448
/blog/post/iconic-eats-every-visitor-should-try/	1,396
/events-and-festivals/holiday-events-festivals/	1,347
/event/vine-street-christmas-victorian-showcase/3862/	1,325
/events-and-festivals/events-calendar/	1,257

Page	Pageviews
/events-and-festivals/signature-events/restaurant-month/	19,561
/	14,369
/events-and-festivals/	4,409
/events-and-festivals/events-calendar/	2,906
/events-and-festivals/holiday-events-festivals/	2,397
/san-sbp/	2,341
/blog/post/slo-cal-christmas-eve-christmas-day-dining-guide/	2,212
/things-to-do/	1,782
/blog/post/iconic-eats-every-visitor-should-try/	1,681
/event/polar-bear-dip/1865/	1,639

Exit Page	Exits
/events-and-festivals/signature-events/re...	3,444
/	8,895
/events-and-festivals/	1,762
/events-and-festivals/events-calendar/	1,303
/events-and-festivals/holiday-events-festi...	1,140
/san-sbp/	1,689
/blog/post/slo-cal-christmas-eve-christm...	1,707
/things-to-do/	749
/blog/post/iconic-eats-every-visitor-shoul...	1,302
/event/polar-bear-dip/1865/	1,437

Referrers and Campaigns

How are users engaging with my landing pages?

by Sessions, Avg. Session Duration, and Bounce Rate

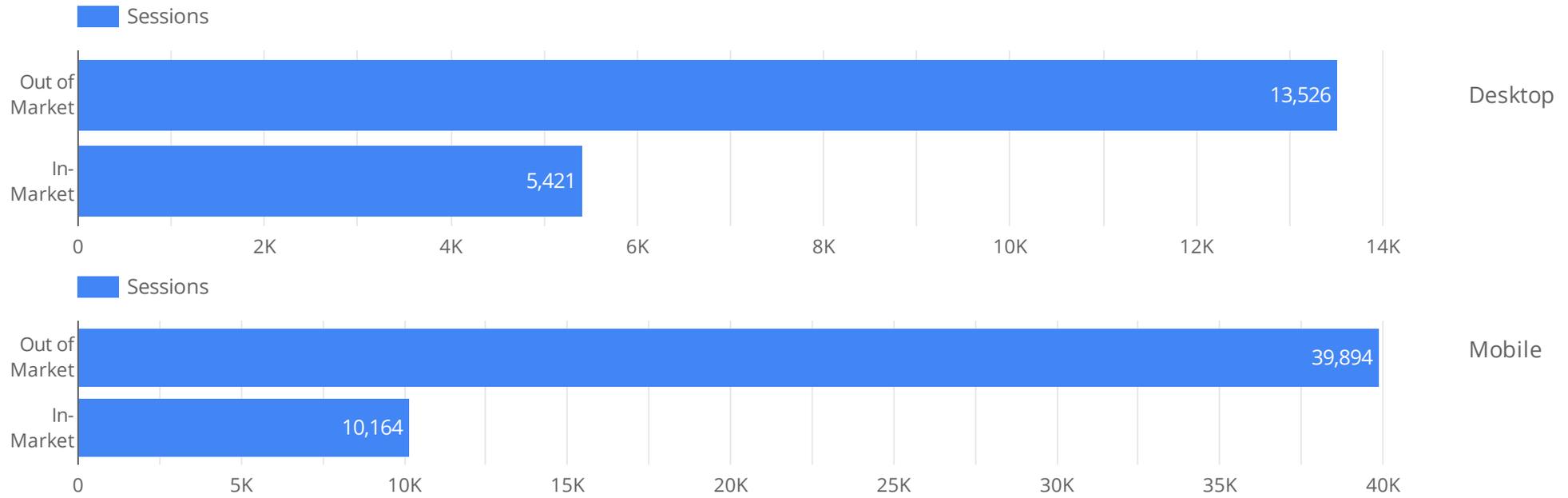
Source	Sessions	Bounc...	Avg. Se...	Pages / S...
ksby.com	2,546	34.52%	00:03:43	4.67
m.facebook.com	901	61.15%	00:02:02	3.06
visitcalifornia.com	491	37.07%	00:04:02	2.98
facebook.com	244	75.41%	00:01:16	2.13
slocal.simpleviewcms.com	206	7.77%	00:13:59	6
getbottraffic4free.host	191	30.37%	00:14:17	2.3
avilavillageinn.com	144	45.14%	00:02:49	2.17
visitavilabeach.com	122	43.44%	00:04:05	2.7
slocal.com	100	33%	00:02:09	2.6
l.instagram.com	61	44.26%	00:02:32	2.7
Grand total	5,920	40.51%	00:04:04	3.78

Campaign	Source / Medium	Sessions	% New Ses...	Avg. Session D...	Bounce Rate
fy20_miles	Sojern / display	3,461	82.84%	00:01:25	70.1%
fy20_miles_sandiego	Sharethrough / Native	1,364	94.35%	00:00:25	89.59%
fy20_miles_sandiego	facebook / video	797	87.83%	00:00:59	68.26%
fy20_miles_sandiego	Sojern / display	538	92.57%	00:00:57	42.38%
fy20_miles	facebook / conversion-stay	463	66.31%	00:01:38	65.01%
fy20_miles	Sharethrough / Native	374	82.09%	00:00:31	82.89%
fy20_miles_sandiego	MiQ / display	281	85.77%	00:01:08	63.7%
Sitelink	goodway / sem	233	73.39%	00:01:36	57.08%
fy20_miles_sandiego	MiQ / video	212	95.75%	00:00:36	78.3%
Grand total		8,431	85.53%	00:01:07	71.23%

In-Market vs Visitor

How are users engaging with my landing pages?

by Sessions, Avg. Session Duration, and Bounce Rate



A person is shown from the chest down, sitting at a desk and using a laptop. Their right hand is holding a pen, and their left hand is on the laptop keyboard. The image is overlaid with various digital graphics: a line graph with data points on the left, a network of nodes and lines on the right, and several circular and rectangular patterns in shades of blue and white. A horizontal bar with segments of orange, green, blue, and red is positioned above the text. The overall aesthetic is modern and tech-oriented.

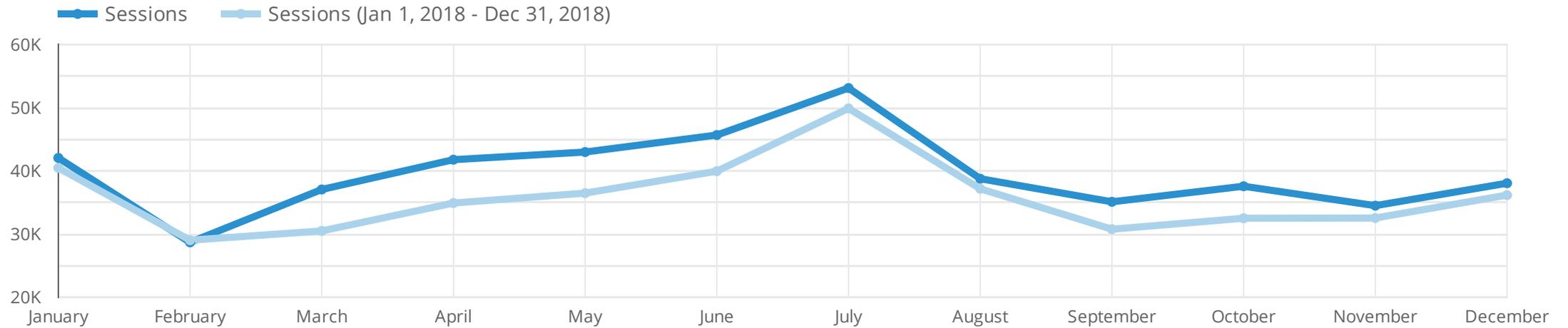
ORGANIC TRAFFIC

🌐 Organic Search Onsite Performance | Last Month

Organic Sessions 36,333 ↑ 6.5% ↑ 2,213	Percent of Total Sessions 52.65% ↑ 1.6%	% New Sessions 73.54% ↑ 7.1%	Avg. Session Duration 00:03:10 ↓ -15.4%	Pages / Session 2.25 ↓ -12.8%	Bounce Rate 48.03% ↑ 343.0%
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How are organic sessions trending?

by Sessions Year over Year

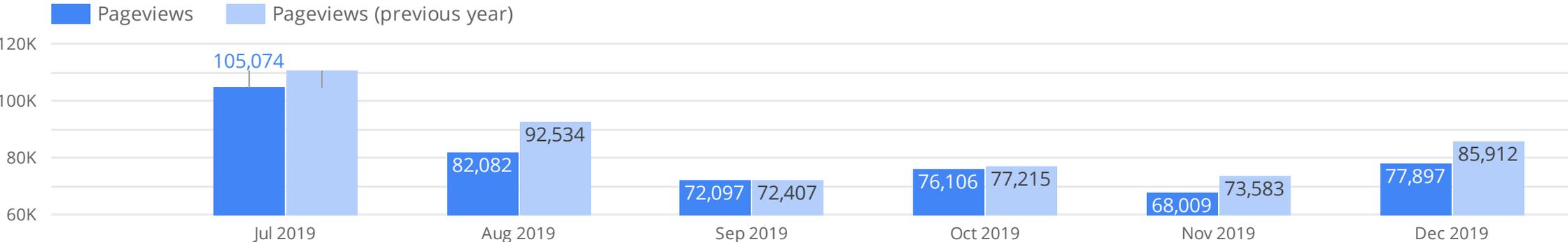
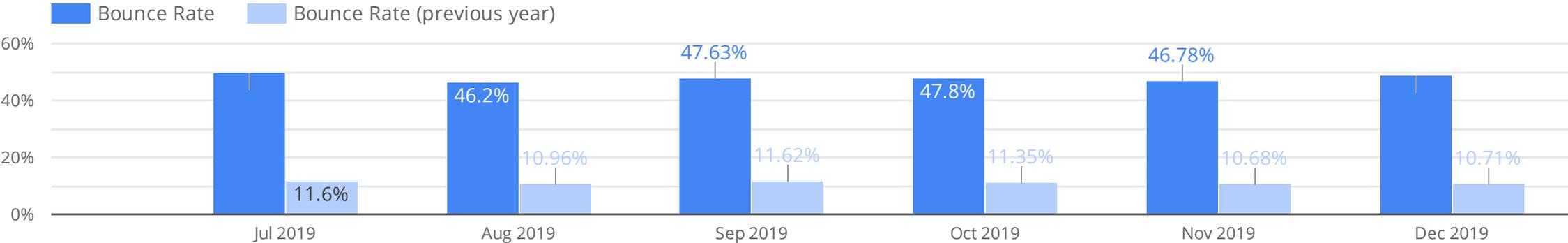
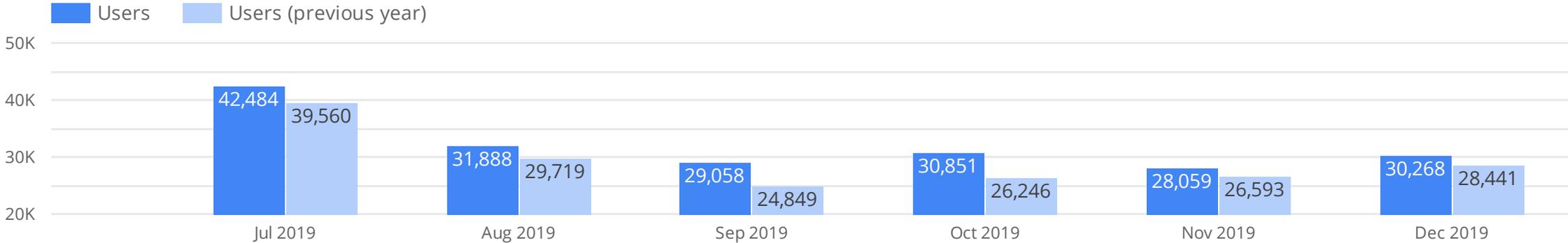


What pages are organic search visitors landing on?

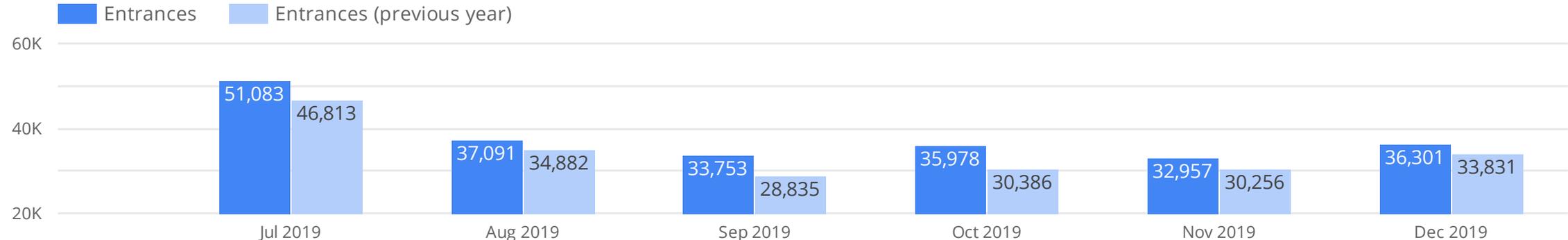
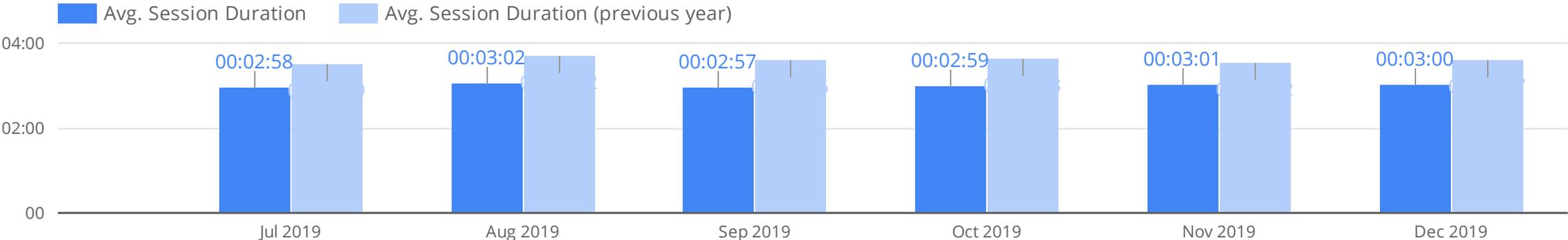
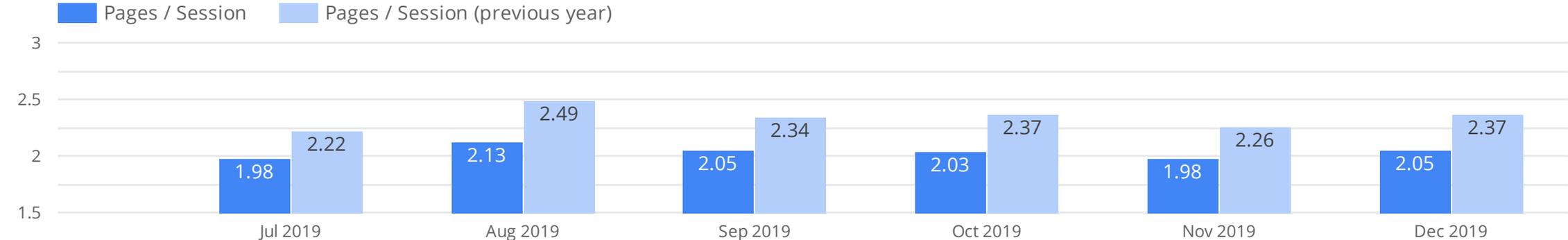
by Landing Page, Sessions, and Percent of Total Sessions Year over Year

Landing Page	Sessions	% Δ	% of Total	% Δ
/	3,182	-24.7% ↓	9.2%	-30.7% ↓
/events-and-festivals/	1,937	-17.9% ↓	5.6%	-24.4% ↓
/blog/post/slo-cal-christmas-eve-christmas-day-dining-guide/	1,780	8.0% ↑	5.15%	-0.6% ↓
/events-and-festivals/signature-events/restaurant-month/	1,537	10.4% ↑	4.45%	1.6% ↑
/blog/post/iconic-eats-every-visitor-should-try/	1,284	-	3.71%	-
/events-and-festivals/holiday-events-festivals/	1,278	-6.9% ↓	3.7%	-14.3% ↓
/event/vine-street-christmas-victorian-showcase/3862/	1,237	506.4% ↑	3.58%	458.2% ↑
/event/polar-bear-dip/1865/	1,203	539.9% ↑	3.48%	489.0% ↑
/events-and-festivals/events-calendar/	988	61.2% ↑	2.86%	48.4% ↑
/event/lighted-boat-parade/3609/	700	-50.8% ↓	2.02%	-54.8% ↓

Engagement Stats - YoY Organic Traffic - Part 1



Engagement Stats - YoY Organic Traffic - Part 2



Listings, External Links, and Goals

Website referrals to Partners

by Partner and Clicks

Link to Website	Total Clicks
Elephant Seal Vista Point	63
Biddle Ranch Vineyard House & Tastin...	59
Tolosa	58
Wolff Vineyards Edna Valley	49
Apple Farm Restaurant	46
Cass House	38
Nitt Witt Ridge	34
The Fremont Theater	32
Mission San Luis Obispo de Tolosa	32
Hearst Castle	30

External Links

by Website and Clicks

Event Label	Total Events
www.sensoriopaso.com/	515
www.cayucoschamber.com/polar-bear-dip	510
slocal.simpleviewcrm.com/docs/custom/The ...	472
slocal.simpleviewcrm.com/docs/custom/Mari...	445
slocal.simpleviewcrm.com/docs/custom/SeaV...	433
slocal.simpleviewcrm.com/docs/custom/Blue ...	426
slocal.simpleviewcrm.com/docs/custom/Piadi...	379
slocal.simpleviewcrm.com/docs/custom/Alex ...	378
slocal.simpleviewcrm.com/docs/custom/Novo...	377
slocal.simpleviewcrm.com/docs/custom/Wind...	374

Link to Detail Clicks for Partners

by Partner and Clicks

Link to Detail	Total Clicks
Nitt Witt Ridge	69
Swinging Bridge	51
Avila Beach Horseback Riding	42
Biddle Ranch Vineyard House & Tasting Room	38
Wolff Vineyards Edna Valley	36
Tolosa	33
Bishop Peak	31
Hearst Castle	31
El Moro Elfin Forest	30
Moonstone Beach	28

Goals

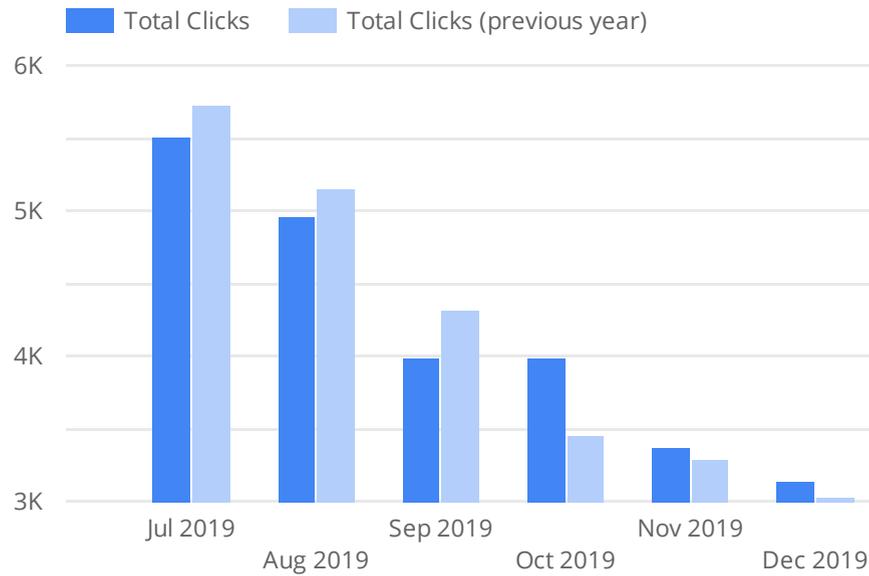
by Goal and Completions

Visitor Magazine Request	Media Request	Meetings RFP	Enewsletter Sign-up
261	0	0	30

Listings, External Links, and Goals

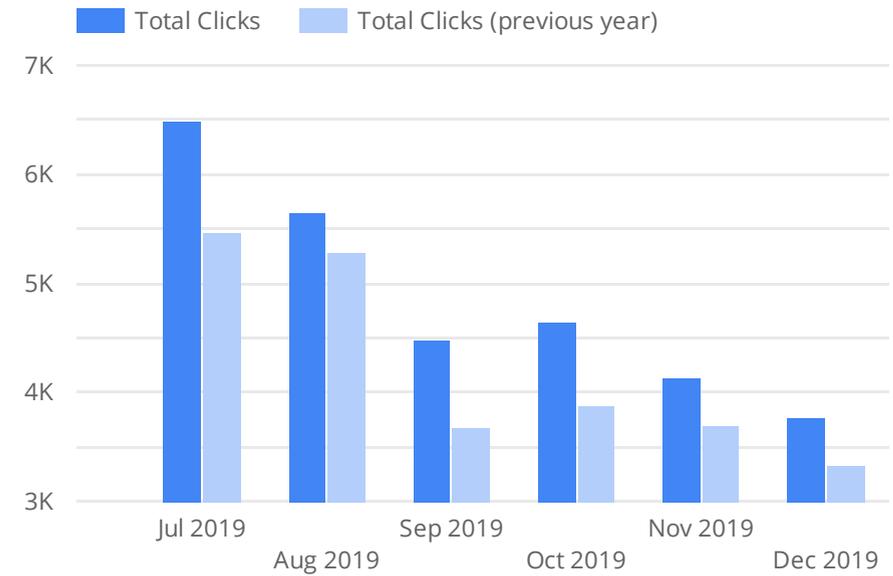
Website referrals to Partners

by Partner and Clicks



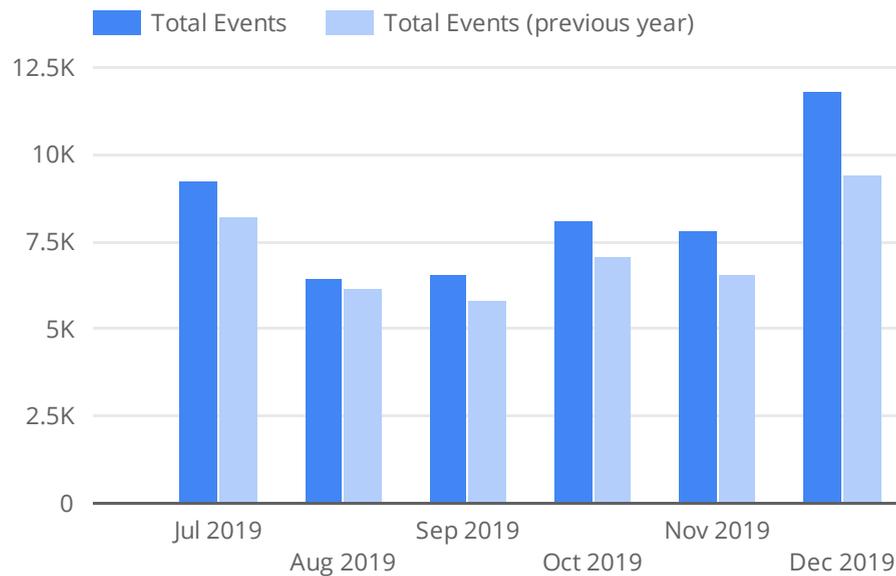
Link to Detail Clicks for Partners

by Partner and Clicks



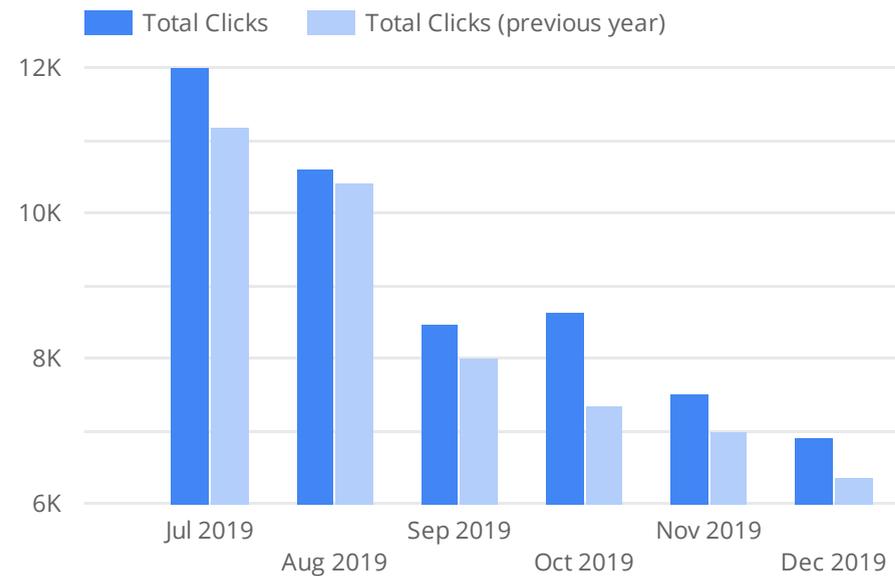
External Links

by Website and Clicks



Goals

by Goal and Completions



Organic Search Ranking Performance | Last Month

Organic Clicks

29,698

Organic Impressions

1,668,778

Organic CTR%

1.78%

Average Ranking Position

18.79

How is my site performing organically on Google search results?

Top 20 Queries by Clicks, Average Position, and Site Clickthrough Rate Year over Year

Query	Clicks ▾	% Δ	Average Position	% Δ	Site CTR
san luis obispo	2,191	-29.9% ↓	3.26	52.2% ↑	2.21%
cayucos polar bear dip 2020	248	-	2.32	-	31.55%
san luis obispo events	237	-19.9% ↓	1.31	15.4% ↑	28.42%
paso robles	160	150.0% ↑	9.81	1.9% ↑	0.32%
vine street paso robles	160	788.9% ↑	3.57	-15.0% ↓	13.5%
edna valley wineries	158	3,850.0% ↑	4.61	-53.8% ↓	15.78%
visit slo cal	156	39.3% ↑	2.11	109.7% ↑	58.87%
best restaurants in san luis obispo	148	-	5.14	-71.7% ↓	17.03%
slo events	138	-20.2% ↓	1.42	31.7% ↑	27.11%
winter wonderland atascadero 2019	135	-	2.48	-	15.68%
san luis obispo restaurants	106	-	7.28	-66.5% ↓	4.75%
things to do in san luis obispo	103	1.0% ↑	7	24.1% ↑	2.08%
slo restaurant month	101	-24.1% ↓	1.03	-11.5% ↓	76.52%
morro bay boat parade	100	-75.1% ↓	2.51	9.0% ↑	6.02%
cayucos	95	187.9% ↑	5.47	-31.6% ↓	1.31%
vine street lights paso robles	92	-	2.01	-71.8% ↓	22.33%
morro bay	92	-47.1% ↓	6.58	-15.2% ↓	0.31%
best restaurants san luis obispo	90	-	4.78	-75.8% ↓	26.47%
new years eve events	87	155.9% ↑	13.23	11.5% ↑	9.48%
polar bear dip cayucos 2020	86	-	1.47	-	37.07%