



AGENDA

Visit SLO CAL Executive Committee

Visit SLO CAL Executive Committee Agenda

Monday, December 16, 2019

11:30am-1:30pm

Visit SLO CAL Conference Room

1334 Marsh Street, San Luis Obispo, CA 93401

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

ANNOUNCEMENTS	C. Davison
----------------------	-------------------

CONSENT AGENDA – <i>motion required</i>	C. Davison
------------------------------------------------	-------------------

3. Approval of November 14, 2019 Executive Committee Meeting Minutes

4. Approval of November Visit SLO CAL Financials

Staff will request Committee approval of the November 14, 2019 Executive Committee Meeting Minutes and the November Visit SLO CAL Financials.

CEO REPORT	C. Davison
-------------------	-------------------

5. CEO Report (15 min)

Staff will provide an update on current projects, reporting and areas of focus for the months ahead.

BUSINESS ITEMS	C. Davison
-----------------------	-------------------

6. Coraggio Group Engagement Update (20 min)

Staff will provide an update on Visit SLO CAL's engagement with Coraggio Group, including draft timeline, and a discussion of the composition of the Strategic Planning Team.

7. 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.

8. TMD Renewal Update (10 min)

Staff will provide an update on the TMD renewal process, including the recent Board of Supervisors hearings, key next steps and needed Board assistance.

9. Visit California – California Welcome Center Proposals & Next Steps (20 min)

Staff will review the proposals received for a California Welcome Center in SLO CAL and discuss next steps.

10. President & CEO Contract Renewal (15 min)

Staff request feedback on the upcoming renewal process for the President & CEO contract.

11. 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 Executive Committee to discuss or take action on issues not on the agenda, except that members of the Committee may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the Committee to follow-up on such items and/or place them on the next Committee agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Executive Committee.

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 Executive Committee

Visit SLO CAL Executive Committee Meeting Minutes

Thursday, November 14, 2019

11:30am

Visit SLO CAL Conference Room
1334 Marsh Street, San Luis Obispo, CA 93401

1. CALL TO ORDER: Mark Eads

PRESENT: Mark Eads, Aaron Graves, Jay Jamison, Hemant Patel

ABSENT: Clint Pearce

STAFF PRESENT: Chuck Davison, Brendan Pringle

Call to Order at 11:33 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.

CONSENT AGENDA

3. Approval of October 14, 2019 Executive Committee Meeting Minutes

4. Approval of September Visit SLO CAL Financials

5. Approval of October Visit SLO CAL Financials

Public Comment – None.

Committee Discussion.

ACTION: Moved by Graves/Patel to approve the October 14, 2019 Executive Committee Meeting Minutes as presented.

Motion carried: 3:0:1
Jamison abstained.

ACTION: Moved by Graves/Patel to approve the September Visit SLO CAL Financials and October Visit SLO CAL Financials as presented.

Motion carried: 4:0

CEO REPORT

6. CEO Report

Davison reviewed U.S. Travel's Travel Trends Index for September 2019 vs. September 2018. 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 the Visit California (VCA) – California Welcome Center (CWC). The CWC closed, effective October 29, 2019, as Simon Group was no longer interested in staffing it, despite Visit SLO CAL agreeing to commit financial resources to keep it open, based on direction from the Executive Committee at last month's meeting. 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. Should Visit SLO CAL provide financial sponsorship, it would create its own standard operating requirements, in addition to VCA's contractual requirements for operators. Morro Bay Tourism Bureau (in concert with the Morro Bay Chamber) noted that they would be willing to relocate their current visitor center and expand it to include the CWC immediately, and that the South County Chambers proposed re-opening the old CWC with their own staff. Visit SLO CAL will be requesting formal business plans for this opportunity. He provided an update on Visit SLO CAL's sponsorship of the Spartan Race. Terms have been agreed to, the sponsorship agreement is being finalized, and full details will be reported during the November Board of Directors meeting. He also provided an update on open positions, and noted that after the approval of 3 additional roles (sales support, executive assistant, and graphic designer) to be added in the budget re-forecast, staff is recommending posting the sales support role as a Sales Manager position. He noted that staff is finalizing the job description for posting once the Board approves the position addition in November, and that hiring would follow the Board's approval of the budget re-forecast in January. 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 local meetings and his upcoming travel schedule. He also reminded the Committee that the December Executive Committee Meeting has been confirmed by all Committee members for December 16, 2019 from 11:30am-1:30pm.

Public Comment – None.

Committee Discussion.

BUSINESS ITEMS

7. Destination Management Strategy Work Plan

Davison reminded the Committee 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. 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 outlined 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 provided an overview of the draft projected lifetime financial resources for each recommendation, reviewed the scope that would be completed by Visit SLO CAL staff, and noted the draft activation timelines for each recommendation. He clarified that the activation of recommendations will be prioritized by the Board of Directors in March 2020. Davison reviewed next steps, and requested that the Committee recommend Board approval of the DMS Work Plan in concept.

Public Comment – None.

Committee Discussion. The Committee recommended outlining to the Board that it is not asking for the allocation of resources, prioritization of recommendations or finalization of partners and ownership, when it requests approval at the next meeting, but rather for the approval of the Work Plan in concept.

ACTION: Moved by Graves/Patel to recommend Board approval of the Destination Management Strategy Work Plan in concept.

Motion carried: 4:0

8. 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 to the Board of Supervisors with the city's 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 – None.

Committee Discussion.

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

Motion carried: 4:0

9. Advisory Committee Meeting Format Discussion

After dozens of 1:1 meetings and presentations with and to elected officials and city managers on the results of Visit SLO CAL's previous work, throughout the TMD Renewal process, staff is considering a different, more engaging approach to the December Advisory Committee Meeting. In lieu of the normal format, staff is recommending a planning session that would allow the Advisory Committee to weigh in on the areas of focus in "Visit SLO CAL 2.0," and would ask Coraggio Group to draft some probing questions to spur conversations in this discussion. During the meeting, staff would work with the Committee to outline the ownership of Destination Management Strategy recommendations, and review the timeline of community planning meetings. Visit SLO CAL would review the draft agenda with various city managers in advance to assure understanding and agreement with the revised process.

Public Comment – None.

Committee Discussion. The Committee supported the proposed changes to the Advisory Committee Meeting format.

10. 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 and don't foresee any challenges for the renewal. He reviewed the upcoming schedule of Board of Supervisors hearings, and noted that Civitas, Visit SLO CAL's legal counsel, 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.

Committee Discussion.

11. Marketing Update

Davison provided an update on travel trade efforts, partnership and events updates, and key marketing initiatives, and he reported out on paid, earned and owned media results. Davison also provided an update on Visit SLO CAL's recent hero asset shoot, noting that the new footage from the shoot would be rotating in starting January.

Public Comment – None.

Committee Discussion.

ADJOURNMENT

Adjourned at 1:24 pm.

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	\$ 229,372	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. Hdw'r/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%

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%

DRAFT



Vancouver
801-602 W. Hastings St.
Vancouver, BC V6B 1P2
P +1.604.681.0804
E info@resonanceco.com

New York
110 East 25th Street
New York, NY 10010
P +1.646.413.8887
E info@resonanceco.com

resonanceco.com

RESONANCE

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
--	--------------	--	--	--	--------------------

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

Chuck Davison
President & CEO
Visit SLO CAL



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

DECEMBER, 2019



Atascadero
CHAMBER OF COMMERCE



VISIT
Atascadero
CALIFORNIA

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	Shared cost with other Chamber activities
CA OFFICE OF TOURISM ANNUAL FEE	\$5,000.00	

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

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	

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	

TOTAL EXPENSES	\$111,500.00	
-----------------------	---------------------	--

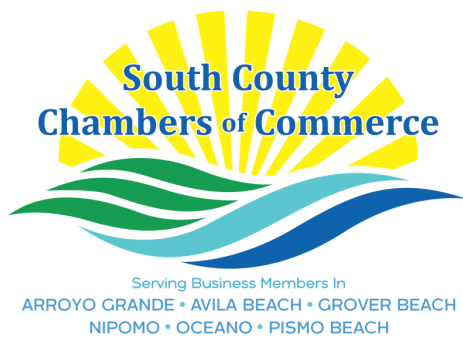


THANK YOU

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



PROPOSAL



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 SLO CAL and 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.





**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

Table of Contents

Section 1: Summary and Mission

1.1 Introduction	2
1.2 Vision	2
1.3 Mission	2
1.4 Value.....	2
1.5 Region	3
1.6 Location	3

Section 2: Operations and Finance

2.1 Business Objectives	4
2.2 Visitor Profile	4
2.3 Management Structure and Employees	4
2.4 Reporting	5
2.5 Hours of Operation	5
2.6 Budget.....	5

Section 3: Brand Management

3.1 Signage.....	6
3.2 Directional Signs in City	6
3.3 CWC Location Signage	7
3.4 Brand Representation within the CWC	7
3.5 Dress Code	7

Section 4: Customer Service

4.1 Services Offered.....	8
4.2 Forms of Communication with Customers	8
4.3 Service Level Measurement.....	8
4.4 Customer Feedback	8
4.5 Training Program	9
4.6 Ongoing Training Program	9

Section 5: Stakeholders, Partnerships and Strategic Alliances

5.1 OUTLINE BUSINESS RELATIONSHIPS OF THE CWC.....	10
----------------------------------------------------	----

Section 6: Action Plan

6.1 Enlarge Visitors Center interior space to allow for interactive displays	11
6.2 SLO CAL interactive displays for each DMO	11
6.3 Increase walk-in traffic.....	11
6.4 Retail Sales	11
6.5 Increase Collateral Distribution	11
6.6 Maintaining CWC Training	11

Section 7: Letter of Support

Matt Masia, CBID Advisory Board Chair	12
Robert Davis, Morro Bay City Councilperson.....	13

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.

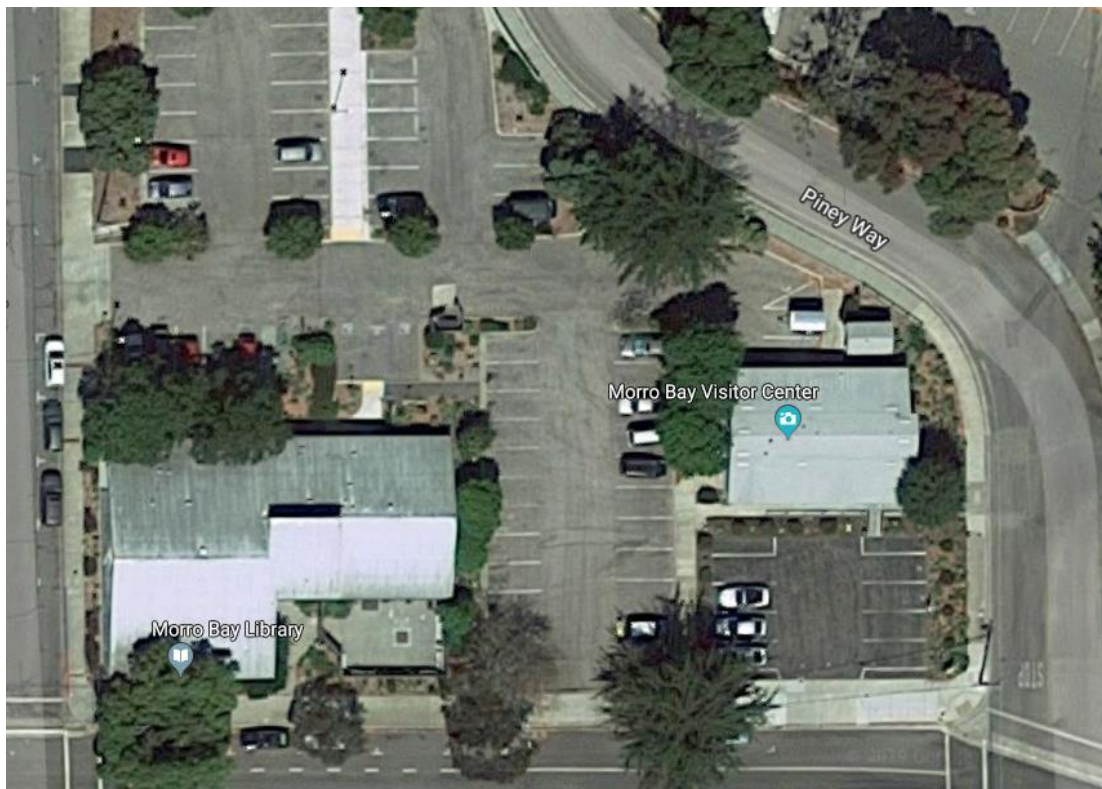
1.11 Region

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
Increase walk - in traffic with CWC signage on Hwy 101 – north & south in City of SLO As well as signage in Paso Robles/Atascadero on Hwy 101 – north & south	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.
OBJECTIVE DESCRIPTION	OBJECTIVE DESCRIPTION
We anticipate an increase of visitors when we are identified as a CWC on Hwy 101 at exit 1 North to Morro Bay.	10x5 space for each SLO CAL destination to create their own experience. Interactive displays are recommended. We also anticipate sales with the California brand items available for purchase.

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.

2.6 Budget

	July	August	September	October	November	December	January	February	March	April	May	June	Annual
Income - Merchandise Sales	2600	2600	2500	2500	2000	2000	1000	1000	1000	1500	2000	2800	\$ 23,500.00
City Contract	\$ 4,168.00	\$ 4,166.00	\$ 4,166.00	\$ 4,168.00	\$ 4,166.00	\$ 4,166.00	\$ 4,166.00	\$ 4,166.00	\$ 4,168.00	\$ 4,166.00	\$ 4,166.00	\$ 4,168.00	\$ 50,000.00
MB TBID Contribution	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 24,000.00
Visitor Center - Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
41000 - Visitor Center	\$ 8,768.00	\$ 8,766.00	\$ 8,666.00	\$ 8,668.00	\$ 8,166.00	\$ 8,166.00	\$ 7,166.00	\$ 7,166.00	\$ 7,168.00	\$ 7,666.00	\$ 8,166.00	\$ 8,968.00	\$ 97,500.00
Total Income	\$ 8,768.00	\$ 8,766.00	\$ 8,666.00	\$ 8,668.00	\$ 8,166.00	\$ 8,166.00	\$ 7,166.00	\$ 7,166.00	\$ 7,168.00	\$ 7,666.00	\$ 8,166.00	\$ 8,968.00	\$ 97,500.00
Expenses													
Advertising Spend	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 3,000.00	\$ 3,000.00	\$ 32,500.00
Hwy 101 Outdoor Board	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 10,800.00
Hwy 41 Outdoor Board	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 43,300.00
Internet	\$ 104.17	\$ 104.17	\$ 104.17	\$ 104.17	\$ 104.17	\$ 104.17	\$ 104.17	\$ 104.17	\$ 104.17	\$ 104.17	\$ 104.17	\$ 104.17	\$ 1,250.04
Admin/Staff Payroll - V. Ctr													
Wages & Salaries	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 2,678.00	\$ 32,136.00
Payroll Taxes	\$ 321.36	\$ 321.36	\$ 321.36	\$ 321.36	\$ 321.36	\$ 321.36	\$ 321.36	\$ 321.36	\$ 321.36	\$ 321.36	\$ 321.36	\$ 321.36	\$ 3,856.32
Worker's Compensation	\$ 34.50	\$ 34.50	\$ 34.50	\$ 34.50	\$ 34.50	\$ 34.50	\$ 34.50	\$ 34.50	\$ 34.50	\$ 34.50	\$ 34.50	\$ 34.50	\$ 414.00
Payroll Processing Fees													\$ -
Total Admin/Staff Payroll	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 3,033.86	\$ 36,406.32
Telephone	\$ 54.00	\$ 54.00	\$ 54.00	\$ 54.00	\$ 54.00	\$ 54.00	\$ 54.00	\$ 54.00	\$ 54.00	\$ 54.00	\$ 54.00	\$ 54.00	\$ 648.00
Utilities	\$ 71.00	\$ 71.00	\$ 71.00	\$ 71.00	\$ 71.00	\$ 71.00	\$ 71.00	\$ 71.00	\$ 71.00	\$ 71.00	\$ 71.00	\$ 71.00	\$ 852.00
Supplies	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 540.00
Facility													
Maintenance	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00	\$ 1,140.00
Cleaning	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	2400
Total Facility	\$ 295.00	\$ 295.00	\$ 295.00	\$ 295.00	\$ 295.00	\$ 295.00	\$ 295.00	\$ 295.00	\$ 295.00	\$ 295.00	\$ 295.00	\$ 295.00	\$ 3,540.00
Computer Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Allocated Overhead													
Contract CWC Manager Fee	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 14,400.00
Bookkeeping	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,400.00
Total Allocated Overhead	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 16,800.00
Total Visitor's Center	\$ 8,003.03	\$ 8,003.03	\$ 8,003.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 8,003.03	\$ 8,003.03	\$ 92,536.36
Total Expense	\$ 8,003.03	\$ 8,003.03	\$ 8,003.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 7,503.03	\$ 8,003.03	\$ 8,003.03	\$ 92,536.36
Net Income	\$ 764.97	\$ 762.97	\$ 662.97	\$ 1,164.97	\$ 662.97	\$ 662.97	\$ (337.03)	\$ (337.03)	\$ (335.03)	\$ 162.97	\$ 162.97	\$ 964.97	\$ 4,963.64

Section 3: Brand Management

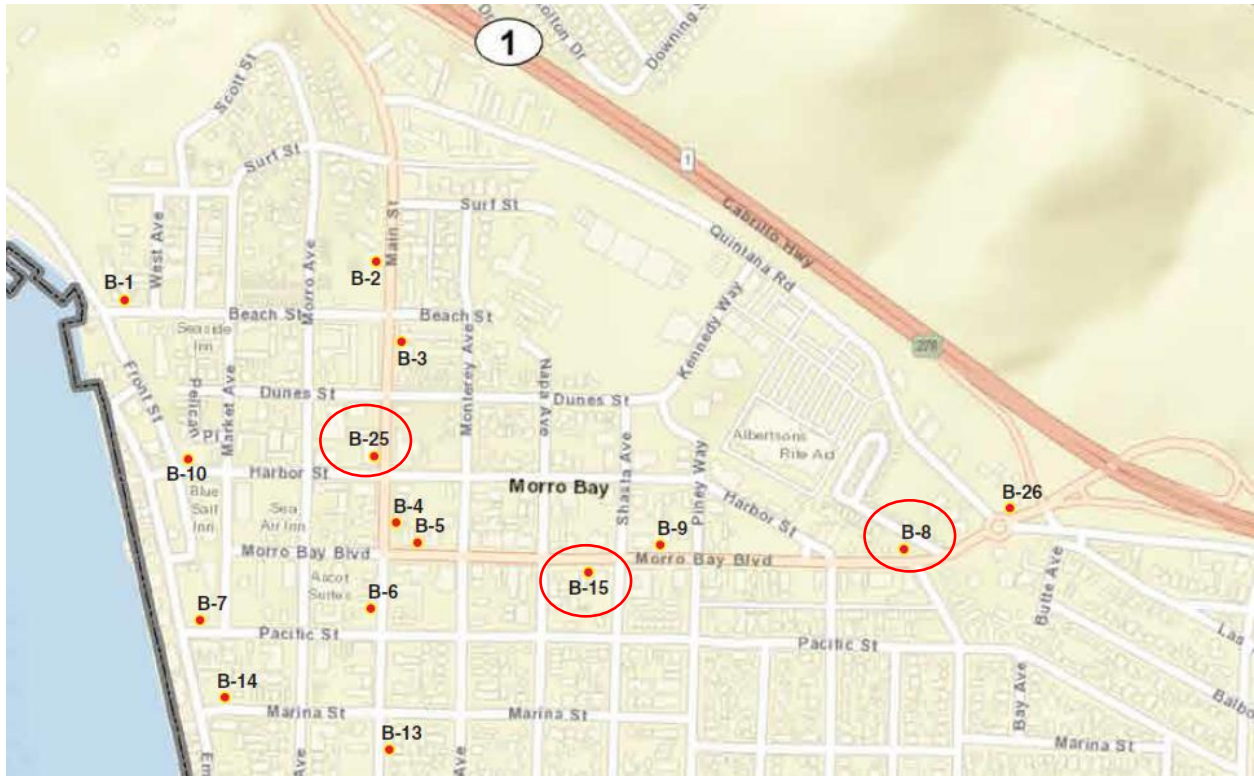
3.1 Signage

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.

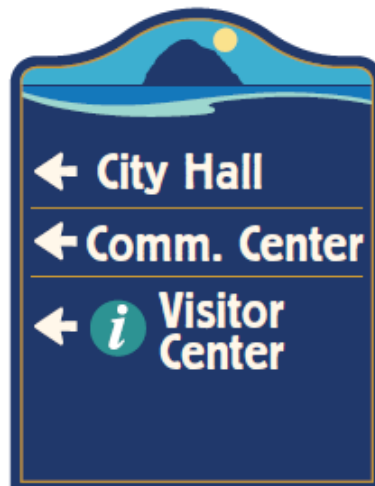
3.2 Directional Signs in City

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, appearing to read "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



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.

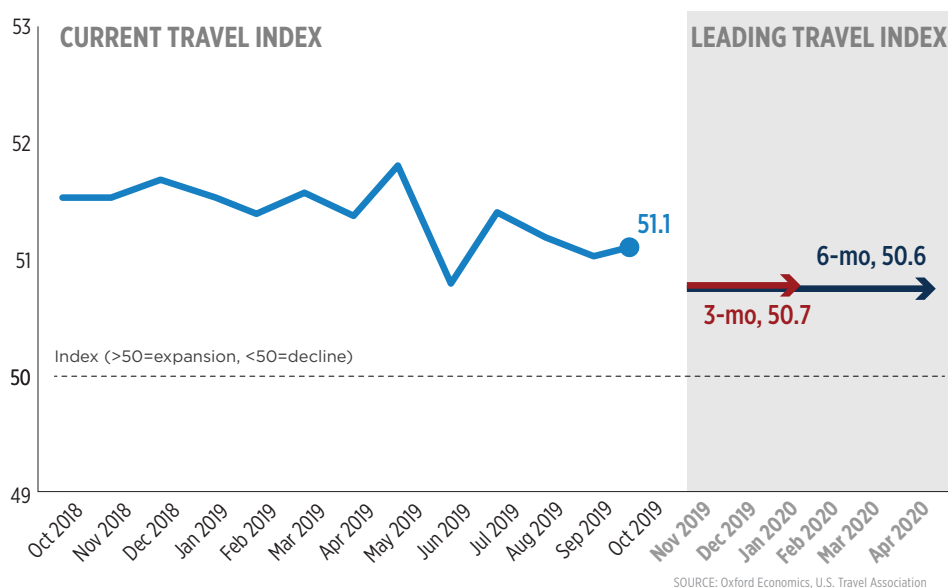
Sincerely,

Robert Davis
City Councilmember
City of Morro Bay

OCTOBER 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 **October 2019** indicates that travel to or within the U.S. grew **2.2%** in **October 2019**.

LTI predicts travel growth will moderate through April 2020, a result of soft growth across all travel segments.

Overall travel volume (person trips to or within the United States involving a hotel stay or air travel) grew at the same year-over-year rate in October 2019 as in September 2019. Domestic travel growth remained stable and was solely supported by the leisure segment, while the business segment registered a decline. International inbound travel registered no growth.

HIGHLIGHTS:

* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 118 straight months, as the industry sustains its 10th consecutive year of expansion.
- The CTI was positive in October, registering 51.1 (indicating 2.2% percent y/y growth). This is moderately lower than the 6-month moving average (2.6%).
- International inbound travel was flat in October, neither increasing nor decreasing (0.0%), prolonging the segment's weakness. The Leading Travel Index (LTI) projects that inbound travel volume will decline about 0.8% over the next six months compared to prior-year levels.
- Domestic leisure travel growth carried its strength into October (4.4%), surpassing its recent six-month trend (3.6%). The business segment contracted (-1.6%), underperforming its six-month trend (0.8%).
- The six-month LTI reading of 50.6 indicates that total U.S. travel volume is expected to grow by 1.2% through April 2020. Over the same period, domestic travel is expected to ease toward 1.4% growth and international inbound travel will decline (-0.8%).

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.

OCTOBER TRAVEL TRENDS INDEX (CONT.)

	CTI	3-MONTH LTI*	6-MONTH LTI**
SEPTEMBER INDEX	51.1	50.7	50.6
OCTOBER INDEX	51.1	50.7	50.6
DIRECTION AND SPEED	Travel demand increased; at the same 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 Nov 2019 to Jan 2020
 ** Average outlook reading for Nov 2019 to Apr 2020



The year-over-year growth rate of travel to and within the United States was slower during the first 10 months of 2019 than in the same period in 2018. This deceleration has been largely due to international inbound travel, and domestic business travel to a lesser extent. Meanwhile, domestic leisure travel has maintained momentum and continues to be a strong source of demand for the industry.

DAVID HUETHER

Senior Vice President, Research

DETAILED RESULTS:

Domestic travel rose 2.6% in October, a result of solid leisure travel growth (+4.4%)—more than offsetting a decline in business travel (-1.6%). The decline in business travel can likely be attributed in part to a calendar shift in Jewish holidays that was unfavorable to business travel volumes in early October. Slower leisure travel growth of 1.6%—about one-third of its current pace—is expected through the coming six months. Vacation intentions remain ahead of last year; however, forward-looking booking and search data are softening. Domestic business travel is expected to recover and grow slightly faster than its six-month average.

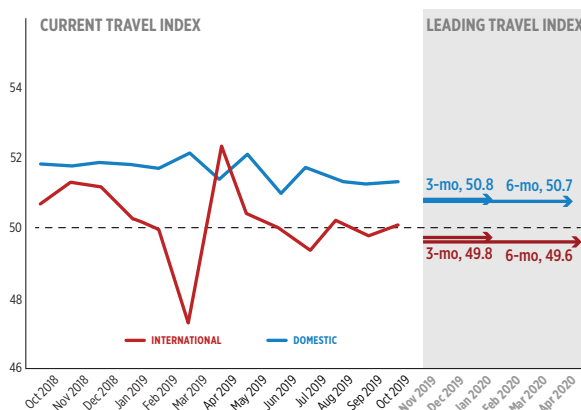
International inbound travel did not experience any growth in October 2019 compared to October 2018. The segment has oscillated between positive and negative territory in 2019, shrinking in five of 10 months. Over the coming months, international inbound travel growth is expected to remain suppressed by economic and policy-based headwinds resulting in a year-over-year decline.

	CURRENT TRAVEL INDEX (CTI)				LEADING TRAVEL INDEX (LTI)		6-MO LTI VS. CTI 6-MO AVG.	
	6-MONTH AVG	AUGUST	SEPTEMBER	OCTOBER	3-MONTH*	6-MONTH**	DIRECTION	SPEED
TOTAL MARKET	51.3	51.2	51.1	51.1	50.7	50.6	Increasing	Slower
INTERNATIONAL	49.9	50.2	49.8	50.0	49.8	49.6	Decreasing	Faster
DOMESTIC	51.4	51.4	51.2	51.3	50.8	50.7	Increasing	Slower
BUSINESS	50.4	50.3	50.6	49.2	50.6	50.6	Increasing	Faster
LEISURE	51.8	51.7	51.5	52.2	50.9	50.8	Increasing	Slower

* Average outlook reading for Nov 2019 to Jan 2020
 ** Average outlook reading for Nov 2019 to Apr 2020

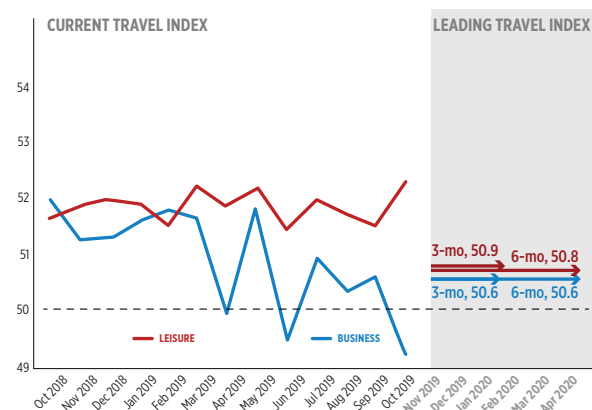
OCTOBER DOMESTIC AND INTERNATIONAL TRAVEL INDEX

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



OCTOBER 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.