

A. Recommendations Actionable by Mendocino County Tourism Commission 2019-2020

1. The BID Advisory Board supports the recommendation of the MCTC Personnel Committee that the Executive Director enroll in the personal destination marketing certification course offered by Destination Marketing Association International in 2020.
 - The Executive Director began DMAI's Professional in Destination Management Executive course in November 2019. The continuing education course provides the ED with the skills and knowledge critical to the travel and tourism industry. There are seven required courses taught through both in-person and self-paced, online delivery that will take two years to complete. The personal accreditation is a requirement for MCTC's continuing DMAI accreditation. No changes
2. The BID Advisory Board recommends that the MCTC staff and Board of Directors work with Civitas Advisors, or comparable BID consultants, to explore and evaluate the possibility of an organizational transition from operating under the 1989 BID Law, to doing so in accordance with the Property & Business Improvement District Law of 1994, Streets & Highways Code §36600 et seq.
 - On May 23, 2019, the ED and DMM met with Nichole Farley of Civitas to explore and evaluate the possibility of the transition of MCTC to the Property & Business Improvement District Law of 1994, Streets & Highways Code §36600 et seq. This process will be ongoing throughout the fiscal year. No changes
3. The BID Advisory Board further recommends that MCTC reconnect with the Corragio Group to refresh and refine its current strategic plan to extend from FY 2020-2021 through FY 2023-2024. The plan MCTC developed with Corragio for FY 2017-2018 through FY 2019-2020 has proven to be a flexible and robust tool. It has shaped staff activities and contributed to the effectiveness and stability of the organization. Working with the same team will contribute to continuity and enable MCTC to build on its strengths.
 - VMC staff recommends working with the Corragio Group to extend the current strategic plan for one additional fiscal year: to June 30, 2021 in order to explore and evaluate the possibility of transitioning to the Property & Business Improvement District Law of 1994, Streets & Highways Code §36600 et seq. This additional year will give VMC staff the time needed to coordinate efforts with Civitas Advisors, or comparable BID consultants. The original BID process began in 2006 for inception in 2009. Civitas has advised that while the process timeline for a change from the 1989 to the 1994 law would be reduced that is all based on development of a project timeline. This project timeline would have to be followed by VMC and staff of Mendocino County. VMC staff suggests working under the current successful strategic plan during this potential project. The

need to the BID process and strategic plan to match are integral to the annual project load of VMC staff.

4. After reviewing assessment metrics, the BID Advisory Board recommends that the Sales Department only pursue activities that demonstrate a clear return on the investment made, i.e., travel, trade shows, conferences, and FAMs, and report such measurable data on a quarterly basis as is required for other organizational departments. MCTC operates under the previously referenced three-year Strategic Plan, which states that organizational decision-making should be data driven. A thorough evaluation of metrics reveals the Sales Department is unable to report return on investment on its activities.
 - In July 2019, the MCTC Board instructed the ED to begin a reorganization of the sales department. The ED anticipates that implementation of a best practices DMO sales model will begin operations in July 2020. This new sales model will enable the reorganized sales department to supply trackable KPIs and ROI metrics. With the current status of business in Mendocino County, staff doesn't believe that implementation by this date. However, are adjusting to implement in the 20-21 FY.

B. Recommendations Actionable by the County of Mendocino 2019-2020

1. The BID Advisory Board respectfully requests that the BOS direct staff to routinely assign tentative placeholders on BOS agendas from mid-April, May, and June for BID Annual Report review by the BOS and the subsequent required public meeting. Two dates will be confirmed by Planning Department staff when the report is complete. State law requires that this process be completed prior to the start of MCTC's new fiscal year on July 1.
 - The ED has built a relationship with staff at Building & Planning and is working with County staff and the Clerk of the Board to ensure that dates and timelines are adhered to.
2. The Advisory Board recommends that the BOS direct its staff to provide a quarterly report that flags properties that are newly added or have fallen out of compliance with the TOT and BID Ordinances.
 - Since July 2019, the Treasurer-Tax Collector's staff has delivered (and continues to deliver) to MCTC staff the requested quarterly report as outlined in the recommendation.
3. As previously recommended in the FY 2018-2019 BID Advisory Report, the Advisory Board asks that the BOS direct the County Treasurer Tax-Collector to a) revise TOT/BID collection forms and that as of July 1, 2019, it begin collecting data on: i) Average Daily Occupancy (ADO); and ii) Average Daily Rate (ADR); and, b) employ software upgrades and technical assistance to enable quarterly reporting of the aggregated anonymous data to the contractor for the purpose of program assessment. It is in the best interests of the county to begin collecting this important data prior to the implementation of the

software in order to eliminate a lag time between implementation and data collection. These data are important to MCTC in order to better analyze performance of programs at key times of year. It is also recommended that the county begin distributing an updated version of the current BID and TOT collection forms to lodging owners as of July 1, 2019 (see Appendix VI and VII).

- VMC's ED and Director of Marketing & Media met with the Treasurer-Tax Collector to discuss implementation of the revised forms and collection of data. The Treasurer-Tax Collector's office is slated to begin the process of transition to a new online system of collecting and reporting BID/TOT data at a future date, still to be determined. As the Treasurer-Tax Collector learns what data can be collected in the new system, reporting possibilities, and other elements as yet unknown, the Treasurer-Tax Collector will work with Visit Mendocino County to ensure that the metrics outlined in this recommendation are within the scope of work. In the meantime, the Treasurer-Tax Collector's office will supply VMC with a quarterly report that delineates new property additions to the BID/TOT tax rolls and any properties that have fallen into delinquency.
4. As previously recommended in the FY 2018-2019 BID Advisory Report, given the underfunding of tourism promotion relative to nearby target markets, it is recommended that the BOS designate a member or working committee to research potential ways to further enhance revenue for tourism promotion.
- we will ask Adrienne for a response to this recommendation
Response: This recommendation is appropriate from the MCTC, through the Annual Report. No response from Planning and Building Services (PBS) is required as only the Board has authority to create a working group or Adhoc Committees within the County.
5. The BID Advisory Board recommends that the BOS approve the reinstatement of the City of Point Arena to the BID as resolved by the City of Point Arena City Council, and subject to acceptance by at least 51% of Point Arena lodging owners. In 2015, a majority of lodging properties within the City of Point Arena protested their inclusion in the countywide Lodging Business Improvement District. In FY 2018-2019, the MCTC Executive Director initiated discussions with Point Arena lodging owners and the City of Point Arena City Manager and staff to begin the process of reinstating the Point Arena lodging properties in the BID. Discussion among the parties resulted in the City of Point Arena Resolution 2019-09 that was adopted in March 2019. Once reinstated, Point Arena lodging properties and attractions will be added to the MCTC website, VisitMendocino.com, and will be included in future MCTC public relations and marketing outreach.
- Tentative Schedule to Include Pt. Arena-All Dates have been confirmed with the Clerk of the Board staff
 - i. Resolution of Intention before the Board of Supervisors set for March 10, 2020

- ii. 45 Day public noticing period with 3 consecutive weeks of printing in the ICO as well as mailing to ALL lodging owners in City- NEED MAILING LIST
- iii. Public meeting before the Board of Supervisors on May 5, 2020
- iv. Public Hearing before the Board of Supervisors on May 19, 2020 and Introduction of Ordinance adding Pt. Arena into the BID
- v. Consent Second reading of Ordinance before the Board of Supervisors on June 9, 2020

This Tentative schedule would have the potential for collection of TOT on July 2, 2020- however there is no margin for error with newspaper publication or Lodging owner mailings.

A. Recommendations Actionable by Mendocino County Tourism Commission 2020-2021

The BID Advisory Board sets forth the following recommendations to be actionable by Mendocino County Tourism Commission during fiscal year 2020–2021.

1. Upon the County Board of Supervisors’ approval of the reinstatement of the City of Point Arena to the BID as resolved by the City of Point Arena City Council and having been accepted by at least 51% of Point Arena lodging owners, that MCTC staff work with County staff, Point Arena lodging owners and the City of Point Arena Manager and staff to ensure that lodging properties and attractions become part of VMC’s annual public relations and marketing outreach. VMC will ensure there continues to be a concerted effort by County and VMC staff to fully communicate with all City of Point Arena lodging stakeholders to achieve full transparency regarding this matter. No changes.

2. With the passing of the Ordinance Amending Chapter 5.20 of the Mendocino County Tax Code – Tax Imposed on Transients, MCTC staff will work with County staff to incorporate the verbiage “private campgrounds” **in the current BID Chapter 5.140. NEED CLARIFICATION FROM ADRIENNE**. In March 2020, a proposed ordinance # 19-1082, Ordinance Amending Chapter 5.20 of the Mendocino County Tax Code – Tax Imposed on Transients, will go before County voters to provide for the collection of Transient Occupancy Tax on short-term visitor accommodations in private campgrounds. **NEED CLARIFICATION FROM ADRIENNE**

Depending on the outcome of the election- this ordinance change would be included with the Pt. Arena BID changes in May 2020.

On the ballot for March 3, 2020 under ... lodging not private campground. Adrienne will forward a document for the appendix Travis.

3. MCTC staff and Board of Directors will work with Civitas Advisors, or comparable BID consultants, to explore and evaluate the possibility of an organizational transition

from operating under the 1989 BID Law to doing so in accordance with the Property & Business Improvement District Law of 1994, Streets & Highways Code §36600 et seq.

4. MCTC staff will work with the Corragio Group to extend the current strategic plan that is slated to expire on June 30, 2020 to a new expiration date of June 30, 2021. This will allow staff and the board to properly develop a continuation of the current very successful strategic plan.
5. Continue to assess the return on investment of a reorganized Sales Department, which will begin operation at VMC in July 2020. An end result of the reorganization will include a list of sale-oriented goals, a set of Key Performance Indicators (KPIs), and metrics for success. These metrics will become part of VMC's annual marketing plan and will be evaluated each quarter in the organization's quarterly report to the Board of Directors and County Board of Supervisors.
6. MCTC will instigate the formation of an ad hoc committee to investigate and explore potential ways to enhance revenue for tourism promotion. The BID Advisory Board also recommends the committee be comprised of a mix of lodging stakeholders, MCTC Board members, County staff, County elected officials, and MCTC staff. Explore any and all possible ways of increasing revenue.

B. Recommendations Actionable by the County of Mendocino 2020-2021

The BID Advisory Board sets forth the following recommendations to be actionable by Mendocino County during fiscal year 2020–2021.

1. The county shall assign staff to sit on the proposed ad hoc committee referenced in MCTC recommendation #6, if and when the committee is formed.
 - a. Recommend that a member of the County Board of Supervisors be appointed to sit on the aforementioned ad hoc committee.
2. County Planning and Building Services staff to work with the Clerk of the Board for quarterly review by the Board of Supervisors of the recommendations actionable by the County of Mendocino that are listed in this report to officially adopt any of them and provide progress updates to the BID Advisory Board.
3. The county explore setting up an online prepayment option
4. Analysis of the difference between monthly and quarterly payments. If the county continues to collect quarterly to reduce the late fee from 10%

5. MCTC changes its standard schedule to not conflict with regularly scheduled board of supervisors meetings.

***Have acronyms spelled out at the beginning of each section versus only the first time it shows in the report.

DRAFT