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Report On Sonoma County Visitor Centers

Prepared For
The Sonoma County Economic Development Board

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Visitor Center Report

Executive Summary

Tourism marketing has two components. The first is advertising and promoting to bring visitors here, and the second is to take care of them while they are here, to encourage them to stay longer, to see other parts of the County, and to return.

Currently, as constituted, the Sonoma County Tourism Program (SCTP) is handling function number one. The section function is handled, for the most part, by those regions that collect TOT in the area being served.

The purpose of the study was to compare Sonoma County's efforts with other areas, to determine how best visitor services should be handled, and to make recommendations for improving services to visitors.

Accordingly, the report makes a series of recommendations as follows:

- I. **Visitor Centers are an essential component of a comprehensive tourism program.** There is a need to coordinate countywide visitor services more effectively. At the same time, each local jurisdiction should take the responsibility for providing visitor services in its region.
- II. **Where visitor centers should be located.** Sonoma County is unique in that it has a large variety of destination-specific locations, meaning, areas that visitors might come specifically to Sonoma County to visit, such as the Russian River, or the Sonoma Coast, or the towns of Sonoma or Petaluma or Healdsburg, or any of several other areas. Each area best serves a countywide effort by helping to "educate" visitors of the attractions of the other areas, and it is entirely defensible for each to have its own visitor center.

In addition, there are opportunities for considering joint Sonoma-Mendocino County centers in areas such as Sea Ranch-Gualala, and Hopland.

- III. **Who should fund the centers.** As a rule of thumb, the jurisdiction that collects TOT should assume funding responsibility for services in that area, and generally, that is being followed. Most Cities have local allocations to fund visitor services, such as visitor centers, brochures, maps, etc. for their specific area. The County, which collected TOT from the unincorporated areas, is currently funding visitor services in those areas. In a few instances,

Supervisors have also elected to provide additional funds to Cities that enjoy “gateway” status.

IV. **Unified effort.** The overall vision for the delivery of visitor services in this county, whether funded by the County or other sources, should be the following:

- Present a consistent level of customer service wherever located.
- Work cooperatively with other centers to create a countywide awareness of availability of attractions and services in all areas.

IV. **The components of a unified countywide visitor program should include:**

1. Uniform signage
2. Training of all visitor center personnel encompassing both customer service and education about other regions
3. Availability of brochures and other generic information for all regions at all visitor centers in the County, no matter what the funding source.

The County should take the lead in providing signage and training. In addition, County-funded visitor centers should begin investigating ways to create revenue streams to help create a level of funding self-sufficiency.

The report also recommends that a committee composed of each visitor center meet on a regularly scheduled basis to share ideas and propose new ways to improve Countywide visitor services.

VI. **Reducing competition for funds.** Ultimately the overall program of tourism marketing might be better served if visitor centers were part of the SCTP. However, the current competition for funds, and the lack of clarity on the part of some applicants as to the different nature of these programs, makes it advisable to keep the two functions separate for the foreseeable future.

Visitor Center Report

INTRODUCTION

HISTORY

In the past, the County Board of Supervisors allocated funding to a large number of County organizations from the Transient Occupancy Tax (TOT) funds. A significant portion of these funds was made available for tourism advertising and promotion, visitor services, and other tourism-related functions.

Until recently, little emphasis was placed on spending these funds in a consistent and coordinated manner. In order to increase the efficiency of the promotional spending on tourism, in 1998 the Board of Supervisors commissioned a research study to evaluate the tourism sector in Sonoma County. The result was a blueprint for bringing various segments of the tourism community together to market Sonoma County as a whole. However, this report did not address the specific issues of visitor services and visitor centers, indicating that this would be studied later. This report is intended to complete the comprehensive analysis of tourism marketing and visitor services in Sonoma County.

A problem arose because these County-funded programs did not have the advantage of a central unified visitors program and its policies, management oversight at the County level, and specific goals and objectives to be met. Each funded region has been allowed to create its own programs, set its own rules, leaving open the potential for, and at times the reality of, inter-region competition. Such competition between regions is not conducive to meeting countywide objectives of marketing, promotion, and visitor service.

TOT SOURCES

The Transient Occupancy Tax collections by the County come from unincorporated areas, predominantly the Sonoma Valley and the West County. Appendix #1 details the most recent annual TOT collections by the County and Cities.

COMPARISON WITH OTHER COMMUNITIES

Sonoma County visitor service programs were first compared with programs in a number of other areas, with the intent of seeking ways to streamline efforts and use available funds more effectively. The conclusion was that each program studied from other areas was unique unto itself, each with a specific set of

circumstances not applicable to other areas. Most regions are not geographically diverse and promote only one or two attractions. For example: Napa Valley primarily promotes wine, Monterey County the ocean and golf, Palm Springs golf and tennis, etc. As a result, most locations generally operate only one visitor information center.

Sonoma County, on the other hand, has a large number of specific destinations, each of which can be somewhat exclusive of the other.

Visitors go to the Sonoma Valley for wineries and history, among other things, and may be unaware the county has substantial additional attractions. The same single destination emphasis can be given to the Sonoma Coast, Sebastopol, the Russian River resort area and Healdsburg with the winery regions in the Dry Creek and Alexander valleys. Visitors go to Petaluma specifically to tour the historic downtown or to shop for antiques. Santa Rosa is a predominant destination for business visitors, offering a wide range of lodging opportunities and a central location. Rohnert Park offers the California Welcome Center and convention facilities. One of the biggest challenges facing the program is to “capture” these single-destination visitors, and to educate them as to other countywide visiting opportunities, to extend their stay, or to induce them to return soon.

By all indicators, Sonoma County’s participation as a percent of total tourism promotion spending is higher than other comparable visitor center programs studied. As noted earlier, no two situations are identical. The sheer diversity of Sonoma County and its great geographical size require a broader distribution of centers, resulting in a greater need for funds.

During the course of the study, all existing visitor operations in County and City centers were visited. In addition, opportunities for expansion of services to areas such as Sea Ranch and even Mendocino County were explored.

RECOMMENDATIONS

I. Visitor centers are essential to overall tourism promotion.

One of the first questions considered was to determine if visitor center programs are necessary to providing a positive and enhanced visitor/consumer experience, and if so, to what extent are they necessary.

CONCLUSION

1. Effective visitor services are necessary.

Successful tourism marketing is a two-part effort consisting of:

- a. Attracting visitors to the County
- b. Providing a professional level of customer service once they arrive

2. There is an immediate need for a coordinated countywide visitor service program.

Such a program would:

- Encourage visitors to see other areas of Sonoma County
- Encourage visitors to stay longer
- Encourage visitors to spend more money while here
- Encourage visitors to return again soon
- Create word-of-mouth advertising and referrals about the positive experience one enjoys while visiting the County
- Offer sufficient information that no visitor should leave uninformed of the vast range of visiting opportunities available throughout the County

3. Each jurisdiction should take the primary lead for providing visitor services in its area.

While the first part of tourism promotion and marketing is the function of the Sonoma County Tourism Program, visitor services should be handled locally and funded where appropriate by the entity collecting Transient Occupancy Tax for that area.

II. LOCATION OF VISITOR CENTERS

Recommendation: Visitor services should be provided throughout the County within or in close proximity to areas of the County that possess specific visitor appeal and at "gateway" locations where visitors enter the County.

Existing Locations

1. **Sonoma Valley** - The Sonoma Valley Visitors Bureau, funded by Sonoma County, the City of Sonoma, and private sources, operates two centers. The main visitor center is located on the plaza in the City of Sonoma. A smaller satellite center is in a separate building on the grounds of Viansa Winery. The Viansa site qualifies as a gateway center because of its location. CalTrans signage is located near the entrance to this site on both sides of the highway.

Although the Sonoma Valley has operated a quasi-independent tourism marketing program in the past, it is the recommendation of this study that such marketing efforts be combined with countywide marketing of the Sonoma County Tourism Program, and that County funding be used for visitor services only.

2. **Petaluma Visitor Center** -As the county's southernmost city, Petaluma is a gateway community. It is also a destination source for visitors interested in antique shopping and historical buildings. Petaluma enjoys CalTrans-supplied visitor center signage on Highway 101. Petaluma's operation is funded primarily by City TOT allocations.
3. **California Welcome Center, Rohnert Park** - This center, operated by the Sonoma County Wineries Association as a franchise of the State of California, has official California Welcome Center signage on Highway 101 and is a major center for dispensing tourism information. It is partially funded by the County for desk and staff regarding Sonoma County tourism. The Rohnert Park site is one of several California Welcome Centers statewide.
4. **Santa Rosa Convention and Visitors Bureau** - This location is funded completely by the Santa Rosa Chamber of Commerce via City TOT.
5. **Sebastopol Chamber of Commerce** - The Sebastopol Chamber maintains a visitor center for city visitors, dispensing countywide information as well. Funding currently comes from the Sebastopol Chamber of Commerce.

6. **Healdsburg Chamber of Commerce** - Visitor services in Healdsburg are funded by the City Council and private sources, including the Chamber of Commerce, and administered by the Healdsburg Chamber of Commerce.
7. **Cloverdale Wine and Visitors Center** - This is a relatively new program, beginning operation in early 1999. This location provides a gateway opportunity at the northern entrance to Sonoma County. It is funded primarily by the Cloverdale Chamber of Commerce with start-up funding from the County.
8. **Bodega Bay Visitor Center** - This area is one of the more heavily traveled tourist destinations in the County. In the past few years, it has been a subsidiary visitor services center for the Russian River Region. Currently, it is operation by the Bodega Bay Chamber of Commerce under contract direct with the County. The majority of the funding comes from County TOT. Additional funding is generated through the sale of advertising boards located in the center.
9. **Russian River Area /Guerneville** - Until recently, Guerneville visitors were served by the Russian River Region Visitors Bureau (weekdays) and the Russian River Chamber (weekends). Currently, the County has contracted directly with the Russian River Chamber of Commerce for a full seven days' operation in expanded facilities at one location in Guerneville. The Russian River Region has also operated a satellite visitor center at Korbel Winery. The Russian River Chamber has assumed responsibility for this site as part of the contract with the County. This location is considered to be an important visitor contact source because of the large number of visitors that stop at the winery. The County's funds assist in the support of visitor center operations at both locations with participation from the Russian River Chamber.

Other Opportunities

All areas of the County are well served by the existing nine visitor centers and two satellites with the exception of the extreme northern part. Both Highway 1 and Highway 101 present opportunities for additional gateway visitor centers at County line locations to capture traffic entering from the north.

1. **The Sea Ranch Area** - This location was investigated as a source for a possible visitor center. Traffic is considered to be sufficiently strong to warrant dissemination of countywide visitor information. Three opportunities in this area present themselves – at the Gualala Point County Park, just south of the Sonoma-Mendocino County line; in the proposed expansion at the Sea Ranch Lodge; or in Gualala, on the Mendocino County

side of the river. With the latter, there is an opportunity for a joint Mendocino-Sonoma facility, on either side of the County line.

2. **Brutacao Winery/Hopland** - This newly developed tasting room, shop and restaurant complex is located on the old Fetzer Winery tasting room site in Hopland. It creates another natural opportunity for a joint Mendocino-Sonoma County visitor facility, since it is expected to attract passing tourists in much the same way as Korbel. One key advantage of this location is that it is not located on a freeway, so that visitors would not be required to pull off the main highway to visit the center.

Joint negotiations with Mendocino County could develop facilities at both locations to serve either county equally well – southbound visitors served with Sonoma County information, northbound visitors served with Mendocino County information, with costs to be shared by the two counties.

III. VISITOR CENTER FUNDING RESPONSIBILITIES

Recommendation: As a general rule, responsibility for funding the visitor centers should depend upon who collects the TOT. Communities where TOT is collected by incorporated cities should fund their basic center operations through local funding sources. These centers include Petaluma, Santa Rosa, Healdsburg, Sebastopol, Cloverdale and Sonoma Plaza.

The County TOT fund should be responsible for the provision of visitor services at unincorporated areas: Bodega Bay, Guerneville, Korbel Winery and Viansa Winery in the Sonoma Valley.

In the 1999-2000 budget allocations, the County also provided one-time funding to enhance two gateway communities – Petaluma and Cloverdale. In addition, the County has, for several years, also provided funding to supplement visitor services at the State of California’s Welcome Center in Rohnert Park. The justification for funding centers in Petaluma and Cloverdale was to offer an interim supplement to those city’s efforts to provide “gateway” services. However, the funding of certain City-based programs while not funding other City-based programs has created a certain amount of concern and confusion in some sectors of the County.

It is recommended that County visitor center funding be applied to those areas where County TOT is collected, or to Countywide programs where all official centers benefit in a program, such as standardized signage, training, or the like..

If the County chooses to expand funding beyond these parameters, it is then recommended that plans and policies first be developed to determine funding needs and feasibility. Included in this subject area, for example, would be whether or not the County chooses to provide additional funding for gateway communities.

The County should also investigate opportunities for additional centers in conjunction with Mendocino County, Sea Ranch/Gualala and Hopland.

The visitor centers should be expected to develop and test entrepreneurial opportunities for generating revenues leading to a greater level of self-sufficiency. The County's long-term goal would be to significantly reduce the dollars needed for staffing and operation of the centers.

IV. OBJECTIVES OF A UNIFIED VISITOR CENTER PROGRAM

Recommendation: The overall vision for the delivery of visitor services in this county, whether funded by the County or other sources, should be the following:

- Present a consistent level of customer service wherever located.
- Work cooperatively with other centers to create a countywide awareness of availability of attractions and services in all areas.
- Provide personnel at each center who are totally knowledgeable of all attractions, major events, and facilities available throughout Sonoma County.

Visitors should consistently receive the same high level of service and information at all centers and satellite locations throughout the County.

V. REDUCING COMPETITION FOR TOT FUNDING

Recommendation: In past years, one problem aggravating efforts to market Sonoma County effectively has been competition within special interest segments for the funding dollar, pitting region against region, marketing against visitor services and tourism against non-profits.

When the Sonoma County Tourism Council was created, this competition for funding once again seemed to preclude progress in developing effective marketing plans. Recognizing this, the County removed responsibility for determining Visitor Center programs from the Sonoma County Tourism Program and asked the Economic Development Board to undertake the responsibility.

Ultimately, it seems that there should be an integration of the efforts of tourism marketing and tourism customer service. However, while the marketing program is being developed and the overall status is unclear (i.e., will there be a Countywide JPA, what will the ultimate governing board be) it is recommended that the subject of reunifying the two programs be reserved for future study.

It is also recommended that responsibility for funding for visitor services be kept separate from the Tourism Program budget for the foreseeable future. Inclusion of visitor center funding in the overall SCTP budget has led to misunderstandings and a certain level of confusion.

The County's rationale for separating the two as budget items follows:

1. Cities fund visitor centers where TOT is collected.
2. The County funds visitor centers in those unincorporated areas which help generate County TOT.
3. The Tourism Program represents the entire County, both incorporated and unincorporated areas.
4. The County's reason for funding visitor services in unincorporated areas is different from its commitment to fund a comprehensive, countywide marketing plan.
5. Combining budgets for marketing plans and for visitor services can result in competition between the two separate programs for funds.

VI. FUTURE ISSUES

Lodging Referrals – One issue that arose during the study that should be the subject of future joint Countywide discussion is that of being able to find lodging vacancies for people who are having difficulty finding a place to stay, such as late night arrivals. It also encompasses the general subject of fielding lodging requests and finding locations for visitors.

Several conclusions were reached.

1. It is beyond the scope and capability of the SCTP and existing visitor centers to provide this service as they are currently constituted, staffed and funded.

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2. There remains a question as to whether services of this type should be privately funded and administered. The Sonoma Valley undertakes such a program based on membership.
3. Development of a comprehensive lodging referral program would be costly on a countywide basis.
4. The subject nevertheless warrants further study, and it is recommended that advocates be assisted in setting up a countywide study to investigate need, feasibility, and possible solutions.

VII. COOPERATIVE VENTURES WITH NEIGHBORING COUNTIES

Tourism in Northern California flows back and forth from San Francisco and the Bay Area to the northern Counties. Some visitor centers have explored reciprocal arrangements with other out-of-County areas to exhibit brochures, etc. from each area. It is recommended that a joint committee of County visitor centers, both County and City funded, study and determine the feasibility of institutionalizing this practice with other neighboring Counties.

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APPENDIX #1

TRANSIENT OCCUPANCY TAX COLLECTIONS

CITY	CURRENT TOT %	1998-99 TOT REVENUES	PERCENT OF TOTAL TOT
Rohnert Park	11%	\$1,200,823	11.7%
Petaluma	10%	\$721,179	7.0%
Cloverdale	10%	\$33,788	0.3%
Cotati	10%	\$0	0.0%
Sonoma	10%	\$680,440	6.6%
Healdsburg	10%	\$459,339	4.5%
Santa Rosa	9%	\$2,595,119	25.4%
Windsor	8%	\$0	0.0%
Sebastopol	6%	\$67,565	0.7%
County	9%	\$4,475,601	43.7%
TOTAL		\$10,233,854	100.0%

APPENDIX #2

COMPONENTS OF UNIFIED VISITOR CENTER PROGRAM

Recommendation: The following are recommended as components of a unified program to be offered by the County. They are:

1. Uniform Signage. Each designated visitor center should have a sign with the Tourism Program logo, announcing “Official Sonoma County Visitor Center.” The County should fund construction of new signage designed to meet Tourism Program specifications.

2. Trained Personnel. All individuals dealing with the public at official visitor centers should be required to attend semi-annual training sessions offered by the County. Training would include customer service, availability of attractions, services and events. The County would fund training sessions and provide a written manual to be used at all sites.

In addition, these sessions should be used as a networking opportunity to acquaint visitor center personnel with individuals from other centers. Personnel from one region should know who to call in another region for information. These sessions would function best as one or two day workshops, with various regions presenting their own programs, facilities, attractions, etc.

Core training modules should be made available in computerized or written form as programmed learning aids for use in refresher training or the training of new hires between annual sessions.

3. Requirements to Carry Tourism Program Brochures and Literature. Any center functioning as an official Sonoma County Visitor Center should be required to carry generic Tourism Program literature and maps about attractions and services countywide. This would include county parks, bike trails, community events, etc. The Centers should not be required to carry commercial literature from other areas, such as lodging, commercial attractions, restaurants, etc. However, these centers may choose to charge for commercial literature from other areas as a means of developing revenue streams.

4. Role of Centers Funded by Other Sources. If a Center receives its primary funding from another source, such as a city government or a Chamber of Commerce, that Center should not be prohibited from promoting its own community and its own membership. However, that Center will also be required

to represent generic Sonoma County information to potential and actual visitors. Services and referrals should not be denied to non-members of any other group if accepting County funding at any level, although reasonable fees for services could be charged.

5. Development of Revenue Streams. Those centers not dependent upon County funding may or may not choose to determine ways of raising revenues, such as charging for commercial literature, selling tourism-related items such as books and clothing, or providing computer services and lodging reservations for a fee. Those centers dependent upon County funding should be required, as a condition of funding, to develop plans for arriving at a specified level of self-sufficiency within a target period, e.g., three to five years. At this time, it is recommended that the County maintain current levels of funding during the development and testing of revenue streams.

6. Visitor Center Coordinating Committee. A committee, composed of one representative from each Visitor Center receiving County funds, should be formed to explore effective ways to generate revenue streams. This committee would have the opportunity to share ideas and successes among its members as well as to explore new ideas on an experimental basis. A common set of revenue streams is not appropriate for all locations because of their inherent diversity.

This group could also be a nucleus for a larger Countywide group (composed of all County visitor centers) to meet periodically and address ways to improve communications, provide customer service more effectively, and discuss the feasibility of such projects as working cooperatively with other Counties and other regions.

7. Evaluation Process. Center programs receiving County funding should be evaluated twice annually. Evaluation would consist of "secret shopper" visits to each site as well as evaluation of performance criteria as detailed in the contracts. A meeting would be held with the Executive Director of the center as well as other appropriate members of the funding organization to review the evaluation and provide feedback.

8. Hours of Operation. Each location has different service needs based on its visitor pattern and seasonality. The County should acknowledge acceptable variances in operating hours for each location and adjust individual center contracts accordingly. Typically, this would result in shorter hours for weekdays and low traffic periods and longer hours during peak periods and weekends.

9. Competing Contractors. It is generally more efficient to continue operations with the same contractor at each site from year to year. This assumes County

requirements are being met. If the program is in transition or qualified competitors emerge, a process should be established to fairly assess competing proposals. This should include a standard Request for Proposal (RFP) and an evaluation process by a selection committee.

10. Standardized Reporting Procedures. All County-funded locations should report monthly using a standardized format and reporting method to be advised by the County. The information should be supplied electronically via the Internet as a computer file that can be consolidated easily with data from other centers.

11. Standardized Intersite Communications. All primary sites should have telephones, fax machines, computers and Internet access. The County should consider assisting with hardware and software acquisition to insure adequate e-mail and Internet capabilities in all centers. Standardized formats and methodology for inter-site communication should be developed. This would include lodging requests, visitor referrals, activities of interest in an area, requests for information, and the like. A countywide resource guide should be located on a website and be available to all centers. The County would maintain the site and update periodically with suggestions from visitor centers and cities as information changed.

APPENDIX #3

**VISITOR CENTERS
REQUEST FOR PROPOSAL**

I. OVERVIEW

The Sonoma County Tourism Program (Tourism Program) was established to develop and implement a collaborative, unified approach to tourism in Sonoma County. A five year Strategic Plan was created to enhance Sonoma County's reputation as a travel destination for both recreational and business visitors.

One key element of this plan was the establishment of a network of Visitor Information Centers located at appropriate sites throughout the County.

Recently conducted research has shown that visitors coming into the County receive less than complete information about the diverse resources available for their use and enjoyment. The Tourism Program is looking to enhance the vision of the County with a business orientation and a focus on comprehensive customer service and satisfaction. The intent is to provide information and help at several key access points throughout the County where visitors, our customers, enter. This RFP is a reflection of the standards we believe are necessary to provide valuable, effective customer service to our visitors.

The Tourism Program is seeking to partner with interested parties to operate Visitor Information Centers as contractors to the County of Sonoma. The primary purpose of operating a Center is to disseminate travel information that influences travelers to stay longer in Sonoma County, spend more money and return to the County. Secondly, the Center will serve to help maintain diversity by placing added emphasis on local services and points of interest of the area in which a particular Center is located. The Visitor Center will be staffed by trained individuals familiar with the travel and tourism products of the entire County. The County expects that promotion and marketing programs which highlight the County's special events and activities, unique recreational opportunities and hospitality and travel oriented services will be implemented and monitored through this contract.

The County views the operation of a Visitor Information Center as a significant business and marketing opportunity for the contractor. As a result, it is expected

that the Center will become financially self-sustaining within three to five years through development of revenue streams independent of County funding.

II. REVENUE STREAMS AND GRANTS

Beginning with the upcoming fiscal year Visitor Center contractors are expected to raise revenues that supplement the County's contribution. In ATTACHMENT "A", Operating Budget, please provide an annual estimate of other revenues you expect to raise, the source of the anticipated funds, and indicate how these revenues would be spent.

In some cases projects may be of a size and scope that require incremental County funding to develop an ongoing revenue stream or bring site facilities up to standard. In specific cases, a contractor may apply for one time grant funding. However, funding of this nature is limited and will not be ongoing. Application for project grants should accompany the contractor proposal but will be considered separately and will not affect the evaluation of the proposal on its own merits.

III. SCOPE OF SERVICES TO BE PROVIDED

The following section outlines the scope of services to be included in your proposal. The Basic Promotional Services are those services which are required to be part of the proposal, whereas the Supplemental Promotional Services are at the discretion of the contractor.

A. Basic Promotional Services

Minimum services to be provided for proposal consideration

1. Operate a Visitor Information Center.
Staff and manage the Visitor Information Center seven days a week from 9 a.m. to 9 p.m., Monday through Saturday, and 10 a.m. to 5 p.m. on Sunday, except New Year's Day, Easter, Thanksgiving and Christmas Day.
2. Respond to phone, mail or e-mail requests for visitor information.
3. Respond to visitor inquiries at an information desk.
4. Coordinate participation by travel writers and travel industry coordinators in familiarization trips as requested by the County.
5. Distribute a Sonoma County calendar of events.

6. Cooperate with the County to supply requested information on research done on a countywide basis.
7. Distribute local and County activity and availability lists.
8. Require all staff members from the center to attend the annual training session and regional familiarization tour offered by the County.
9. Receive, respond to and direct inquiries for specific information to the County and cooperate with Centers at other locations as required.
10. Report to the County the number of visitors and inquiries received by type in the standards that will be provided. The Visitor Center must maintain an accurate and up-to-date guest book and provide the County with a monthly count of travel parties to the Center and an annual tally of the number of visitors by origin.
11. Cooperate in a twice-annual evaluation of the effectiveness of this Center.
12. Participate in annual County wide and regional promotions in the same manner as other Visitor Centers as requested by the County.
13. Forward to the County monthly in writing all complaints concerning the center and its operation along with a record of responses to the complaint.
14. Cooperate with the County to establish and maintain the site identity, common signage and consistency of the facilities throughout the County.
15. Provide all required office equipment and furnishings necessary to carry out operations in an efficient and desirable manner.
16. Provide all heating and air conditioning, electricity water, sewer, building repairs, utilities. as presently provided to operate the site including telecommunication lines and cooperate in securing additional telecommunications capacity as desired by the County.
17. Display and distribute County produced or procured information and publications in a manner similar to other travel information centers. These publications must be available at the site at all times and be used actively to promote tourism countywide.

B. Supplemental Promotional Services

Some examples of services for which the County has contracted in the past are listed below. However, it is up to the contractor to propose the services that you feel will best fit the needs of the County in a given area. Please provide detailed descriptions of the services you are proposing, the costs of each program item and the benefit to the County of such a program. Careful consideration in awarding this contract will be given to the number and benefits derived from the Supplemental Promotional Services proposed by the contractor.

- Print and display local advertiser cards in display racks
- Provide direct telephone access to hotels and restaurants within the County
- Make lodging and restaurant reservations based on tourist needs or requests

C. Promotion of Local Community Events

The County hosts several events each year in various locations throughout the County. Both the County and private promoters conduct these events. The contractor for the County plays an important role in assisting the participants of these events in obtaining hotel/motel information and providing them with general information about the County.

The operator of the Visitor Information Center will continue to support these events in the following ways:

- Provide hotel/motel and restaurant referrals
- Staff information booths at the event as requested by the County (and/or private promoters)
- Distribute promotional literature related to the events from the Visitor Information Center prior to and during the event(s).

D. Monthly Reports

The contractor will be required to prepare and submit monthly reports summarizing the results of the operations for the period. The reports will include a summary of the revenues and expenditures as well as program details and results.

The monthly reports will be due within 30 calendar days of the end of the month. In addition, you may be asked to provide other information for monitoring and

evaluating the effectiveness of specific programs. Additional data shall be collected, in a form and frequency as further specified by the County. The County reserves the right to inspect books and records related to the services provided under the contract.

IV. MEASUREMENT OF EFFECTIVENESS

The proposal should include an itemized description of any measurement tools (surveys monitoring of phone calls or hotel reservations, etc.) which could be implemented to quantify the effectiveness of individual programs. Include the additional cost, if any, of implementing such a system as well as how the results would be used evaluate the program's success.

V. OPERATING BUDGET

The expenditures for all Basic Promotional and Supplemental Promotional items should be detailed by month in a table similar to the example provided as ATTACHMENT "A", Operating Budget. The program options are not limited to the list provided in Section II. Include the programs you believe would be components of your "ideal" and comprehensive marketing plan for a Visitor Information Center.

VI. INFORMATION TO BE INCLUDED IN THE PROPOSAL

1. A brief description of the contractor (no more than three pages) including past experience
2. Scope of Services descriptions
3. Operating Budget. Indicate the cost for the upcoming 12-month fiscal year period detailing sources and uses of funds by month.
4. Résumés of individuals who will actually be performing the work
5. References (including names and phone numbers) for which the contractor has provided similar services
6. A Marketing Plan for your area
7. A map showing location of the proposed site.
8. Photographs of the outside and inside of the Center as it currently exists. Note any planned changes anticipated within this plan period.

VII. REVIEW OF PROPOSALS AND SELECTION OF CONTRACTOR

Proposals submitted will be evaluated by a selection committee. Their evaluation will be based upon, but not limited to, related experience of the contractor, professional qualifications of the individual(s) to be assigned to the project, and

proposal content. While costs are important, they will not be an overriding factor in the selection. Top candidates will be requested to make a brief presentation. The contractor deemed to be most qualified by the committee will be recommended to the County for award of the contract.

Elements of your proposal will be scored on a weighted basis as outlined in ATTACHMENT "B", Application Scoring Instrument.

VIII. PROPOSAL PROCESS

- Draft RFP presented to County
- RFP approved by County
- Request for Proposal issued
- Deadline for submission
- County review of proposals
- Contractor presentations
- Site evaluation by County
- Contract awarded

A total of three (3) copies of the proposal should be submitted to the address below no later than _____.

All questions regarding this proposal should be directed to _____.

The County will not reimburse the respondents to this RFP for any costs involved in the preparation and submission of proposals or in the preparation for and attendance at interviews. Furthermore, this RFP does not obligate the County to accept or contract for any expressed or implied services. The County reserves the right to request any organization submitting a proposal to clarify its proposal or to supply additional material deemed necessary to assist in the selection of a contractor, and to modify or alter any or all of the requirements herein. In the event that the proposal guidelines change materially, all respondents who submit a proposal will be given an opportunity to modify their proposal in the specific areas that are impacted.

The County reserves the right to reject any and all proposals and to waive informalities and minor irregularities in any proposal reviewed. Further, the County has the right to accept or reject any proposals submitted after the due date at its sole discretion.

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ATTACHMENT "B"

VISITOR INFORMATION CENTER

REQUEST FOR PROPOSAL

BASIS FOR AWARD

APPLICATION SCORING INSTRUMENT

APPLICANT: _____

TOTAL SCORE OF _____ POINTS OUT OF A MAXIMUM OF 100 POINTS

1. SCOPE OF SERVICES TO BE PROVIDED (50 PTS.)

SCORE: _____

It is required that the applicant provide the Basic Promotional Services for proposal consideration. Supplemental Promotional Services are enhancements to a basic Visitor Information Center model that should add customer service or revenue potential over and above the cost of the service. Detailed costs for Basic and Supplemental Services appear in ATTACHMENT "A" to the proposal. Costs for each set of services will be evaluated separately as well as their applicability as a total package.

Comments:

2. QUALIFICATIONS (10 PTS.)

SCORE: _____

The applicant should provide a comprehensive list of qualifications for the organization or individual as well as the staff assigned to the project. This should include education, training and prior related experience.

Comments:

3. REFERENCES (5 PTS.)

SCORE:_____

Applicant must provide a complete list of references with contact names, addresses, phone numbers and a brief description of the nature of the reference. Heavier weight should be given to business versus character references.

Comments:

4. TOTAL BUDGET COSTS (30 PTS)

SCORE:_____

Applicant must submit a 12-month operating budget similar to the example in ATTACHMENT "A". The budget should be evaluated as to its relevance as a business operating tool and validity of the line item costs of operation in a particular area.

Comments:

5. REVENUE STREAMS (5 PTS.)

SCORE:_____

SCTP Strategic Plans call for increasing private sector funding of the Visitor Centers via revenue streams created or acquired by the contractor. It is anticipated that Centers will be self sufficient in terms of their annual operating budgets within three to five years. Special consideration should be given to applicants who demonstrate the initiative and ability to generate supplemental revenue streams early in the Plan period.

Comments:

APPENDIX #4

VISITOR CENTER STANDARD CONTRACT

AGREEMENT FOR PROFESSIONAL SERVICES

This Agreement is made by and between the County of Sonoma, a political subdivision of the State of California (hereinafter "County"), and a _____ (hereinafter "Contractor"), and is dated for convenience as of , 19__.

WHEREAS, Contractor is experienced and duly qualified to provide visitor information services; and

WHEREAS, in the judgment of the Board of Supervisors / Purchasing Agent, it is necessary and desirable to employ the services of Contractor for those services;

NOW, THEREFORE, in consideration of the mutual promises set forth below County and Contractor agree as follows:

1. Services to Be Provided. Contractor shall perform the services described in Exhibit "A," attached hereto and incorporated herein by this reference. Contractor shall work closely with County and County staff in the performance of all services under this Agreement, and shall perform all services in a competent and courteous manner.

2. Compensation. County shall pay Contractor in accordance with the payment terms set forth in Exhibit "[*]," attached hereto and incorporated herein by this reference, to perform all services under this Agreement. In no event shall the total payment for services and expenses under this Agreement exceed \$_____.

3. Extra or Changed Work. Only the Board of Supervisors / Purchasing Agent may authorize extra or changed work. The parties expressly recognize that County personnel are without authorization to order extra or changed work or waive Agreement requirements. Failure of Contractor to secure County authorization for extra or changed work shall constitute a waiver of any and all right to adjustment in the agreement price or agreement time due to such unauthorized work and thereafter Contractor shall be entitled to no

compensation whatsoever for the performance of such work. Contractor further expressly waives any and all right or remedy by way of restitution and quantum meruit for any and all extra work performed without the express and prior written authorization of County.

4. Term of Agreement. The term of this Agreement shall commence on County's execution of this Agreement and shall continue until , 19__, unless terminated earlier in accordance with the provisions of paragraph 5.1 or 5.2.

5. Termination.

5.1. Termination Without Cause. At any time and without cause, County shall have the right, in its sole discretion, to terminate this Agreement by giving five (5) business days written notice to Contractor. In the event of such termination, County shall pay Contractor for services satisfactorily performed to the date of termination.

5.2. Termination for Cause. Should Contractor fail to perform any of its obligations under this Agreement, within the time and in the manner provided in this Agreement, or otherwise violate any of the terms of this Agreement, County may immediately terminate this Agreement by giving Contractor written notice of such termination, stating the reason for termination. In such event, Contractor shall be entitled to receive as full payment for all services satisfactorily rendered and expenses incurred under this Agreement, an amount which bears the same ratio to the total compensation specified in this Agreement as the services satisfactorily rendered under this Agreement by Contractor bear to the total services otherwise required to be performed for such total compensation; provided, however, that County shall deduct from such amount the amount of damage, if any, sustained by County by virtue of the breach of this Agreement by Contractor.

6. Status of Contractor. The parties intend that Contractor, in performing the services specified herein, shall act as an independent contractor and shall control the work and the manner in which it is performed. Contractor is not to be considered an agent or employee of County. In the event County exercises its right to terminate this Agreement pursuant to paragraph 4, Contractor expressly agrees that it shall have no recourse or right of appeal under laws, ordinances, rules, or regulations applicable to employees.

7. Indemnification. Contractor agrees to accept all responsibility for loss or damage to any person or entity, and to defend, indemnify, hold harmless and release County, its officers, agents, and employees, from and against any

and all actions, claims, damages, liabilities, or expenses that may be asserted by any person or entity, including Contractor, arising out of or in connection with the performance of Contractor under this Agreement, whether or not there is concurrent negligence on the part of County, but excluding liability due to the sole active negligence or sole willful misconduct of County. This indemnification obligation is not limited in any way by any limitation on the amount or type of damages or compensation payable to or for Contractor or his/her/its agents under workers' compensation acts, disability benefits acts or other employee benefit acts. This indemnification obligation shall survive the expiration or earlier termination of this Agreement.

8. Insurance. With respect to the performance of services under this Agreement, Contractor shall maintain, and shall require all of his/her/its subcontractors, Contractors, and other agents to maintain, insurance as described below:

(a) **Workers' Compensation Insurance:** Workers' compensation insurance with statutory limits as required by the Labor Code of the State of California. Said policy shall be endorsed with the following specific language:

This policy shall not be canceled or materially changed without first giving thirty (30) days' prior written notice to the County of Sonoma, Economic Development Board.

(b) **General Liability Insurance:** Commercial general liability insurance covering bodily injury and property damage using an occurrence policy form, in an amount no less than one million dollars (\$1,000,000.00) combined single limit for each occurrence. Said commercial general liability insurance policy shall either be endorsed with the following specific language or contain equivalent language in the policy:

(1) The County of Sonoma, its officers and employees, is named as additional insured for all liability arising out of the operations by or on behalf of the named insured in the performance of this Agreement.

(2) The inclusion of more than one insured shall not operate to impair the rights of one insured against another insured, and the coverage afforded shall apply as though separate policies had been issued to each insured, but the inclusion of more than one insured shall not operate to increase the limits of the company's liability.

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(3) The insurance provided herein is primary coverage to the County of Sonoma with respect to any insurance or self-insurance programs maintained by the County.

(4) This policy shall not be canceled or materially changed without first giving thirty (30) days prior written notice to the County of Sonoma, Economic Development Board.

(c) Automobile Insurance: Automobile liability insurance covering bodily injury and property damage in an amount no less than one million dollars (\$1,000,000.00) combined single limit for each occurrence. Said insurance shall include coverage for owned, hired, and non-owned vehicles. Said policy shall be endorsed with the following language:

This policy shall not be canceled or materially changed without first giving thirty (30) days prior written notice to the County of Sonoma, Economic Development Board.

(d) Documentation: The following documentation shall be submitted to County's Economic Development Board:

(1) Properly executed Certificates of Insurance clearly evidencing all coverages, limits, and endorsements required above. Said Certificates shall be submitted prior to County's execution of this Agreement.

(2) Signed copies of the specified endorsements for each policy. Said endorsement copies shall be submitted within thirty (30) days of County's execution of this Agreement.

(3) Upon County's written request, certified copies of insurance policies. Said policy copies shall be submitted within thirty (30) days of County's request.

(e) Policy Obligations: Contractor's indemnification and other obligations shall not be limited by the foregoing insurance requirements.

(g) Material Breach: If Contractor, for any reason, fails to maintain the insurance coverage required by this Agreement, the same shall be deemed a material breach of contract. County, in its sole discretion, may terminate this Agreement pursuant to the provisions of paragraph 5.2 and obtain damages from Contractor resulting from said breach. Alternatively, County may purchase such required insurance coverage, and without further notice to

Contractor, County may deduct from sums due to Contractor any premium costs advanced by County for such insurance. These remedies shall be in addition to any other remedies available to County.

9. Representations and Warranties of Contractor.

9.1. Standard of Care. County has relied upon the professional ability and training of Contractor as a material inducement to enter into this Agreement. Contractor hereby warrants that all its work will be performed in accordance with generally accepted and applicable professional practices and standards as well as the requirements of applicable federal, state, and local laws, ordinances, rules, and regulations, it being understood that acceptance of Contractor's work by County shall not operate as a waiver or release.

9.2. Taxes. Contractor agrees to file federal and state tax returns and pay all applicable taxes on amounts paid pursuant to this Agreement and shall be solely liable and responsible to pay such taxes and other obligations, including, without limitation, state and federal income and FICA taxes. Contractor agrees to indemnify and hold County harmless from any liability which it may incur to the United States or to the State of California as a consequence of Contractor's failure to pay, when due, all such taxes and obligations. In case County is audited for compliance regarding any withholding or other applicable taxes, Contractor agrees to furnish County with proof of payment of taxes on these earnings.

9.3. Cost Disclosure. In accordance with Government Code section 7550, Contractor agrees to state in a separate section in any filed report the numbers and dollar amounts of all contracts and subcontracts relating to the preparation of the report.

9.4. Records Maintenance. Contractor shall keep and maintain full and complete documentation and accounting records concerning all services performed that are compensable under this Agreement and shall make such documents and records available to County for inspection at any reasonable time. Contractor shall maintain such records for a period of four (4) years following completion of work under this Agreement.

9.5. Conflict of Interest. Contractor covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services under this Agreement. Contractor further covenants that in the performance of this Agreement no person having any such interest shall be employed. In addition, if requested to do so by County, Contractor shall complete and file and shall

require any other person doing work under this Agreement to complete and file a "Statement of Economic Interest" with the County Clerk disclosing Contractor's or such other person's financial interests.

9.6. Nondiscrimination. Contractor shall comply with all applicable federal, state, and local laws, ordinances, rules, and regulations in regard to nondiscrimination in employment because of race, color, ancestry, national origin, religion, sex, marital status, age, medical condition, pregnancy, disability, or other prohibited basis. All nondiscrimination rules or regulations required by law to be included in this Agreement are incorporated by this reference.

9.7. Aids Discrimination. Contractor agrees to comply with the provisions of Article II of Chapter 19 of the Sonoma County Code, prohibiting discrimination in housing, employment, and services because of AIDS or HIV infection during the term of this Agreement and any extensions of the term.

10. Demand for Assurance. Each party to this Agreement undertakes the obligation that the other's expectation of receiving due performance will not be impaired. When reasonable grounds for insecurity arise with respect to the performance of either party, the other may in writing demand adequate assurance of due performance and until such assurance is received may, if commercially reasonable, suspend any performance for which the agreed return has not been received. "Commercially reasonable" includes not only the conduct of a party with respect to performance under this Agreement, but also conduct with respect to other agreements with parties to this Agreement or others. After receipt of a justified demand, failure to provide within a reasonable time, but not exceeding thirty (30) days, such assurance of due performance as is adequate under the circumstances of the particular case is a repudiation of this Agreement. Acceptance of any improper delivery, service, or payment does not prejudice the aggrieved party's right to demand adequate assurance of future performance.

11. Assignment and Delegation. Neither party hereto shall assign, delegate, sublet, or transfer any interest in or duty under this Agreement without the prior written consent of the other, and no such transfer shall be of any force or effect whatsoever unless and until the other party shall have so consented.

12. Method and Place of Giving Notice, Submitting Bills and Making Payments. All notices, bills, and payments shall be made in writing and may be given by personal delivery or by mail. Notices, bills and payments sent by mail shall be addressed as follows:

County: Ben Stone, Coordinator
Sonoma County Economic
Development Board
401 College Avenue, Suite D
Santa Rosa, CA 95401
PH: (707) 524-7170
FX: (707) 524-7231

Contractor:

PH: _____

and when so addressed, shall be deemed given upon deposit in the United States mail, postage prepaid. In all other instances, notices, bills and payments shall be deemed given at the time of actual delivery. Changes may be made in the names and addresses of the person to whom notices, bills and payments are to be given by giving notice pursuant to this paragraph 12.

13. Budget Line Amendments. The County is authorized to approve and execute a "Budget Line Request Form" resulting in a change to a line item or items on the budget attached hereto as Exhibit B, so long as such changes do not result in an increase in the County's maximum financial obligation as set forth in Paragraph 2 of this Agreement. Prior approval of the County will be required prior to Contractor's submitting a " Budget Line Request Form" with comprehensive explanation supporting "Budget Line Request Form."

14. Miscellaneous Provisions.

14.1. No Waiver of Breach. The waiver by County of any breach of any term or promise contained in this Agreement shall not be deemed to be a waiver of such term or promise or any subsequent breach of the same or any other term or promise contained in this Agreement.

14.2. Construction. To the fullest extent allowed by law, the provisions of this Agreement shall be construed and given effect in a manner that avoids any violation of statute, ordinance, regulation, or law. The parties covenant and agree that in the event that any provision of this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the

remainder of the provisions of this Agreement shall remain in full force and effect and shall in no way be affected, impaired, or invalidated thereby. Contractor and County acknowledge that they have each contributed to the making of this Agreement and that, in the event of a dispute over the interpretation of this Agreement, the language of the Agreement will not be construed against one party in favor of the other. Contractor and County further acknowledge that they have each had an adequate opportunity to consult with counsel in the negotiation and preparation of this Agreement.

14.3. Consent. Wherever in this Agreement the consent or approval of one party is required to an act of the other party, such consent or approval shall not be unreasonably withheld or delayed.

14.4. No Third Party Beneficiaries. Nothing contained in this Agreement shall be construed to create and the parties do not intend to create any rights in third parties.

14.5. Applicable Law and Forum. This Agreement shall be construed and interpreted according to California law and any action to enforce the terms of this Agreement or for the breach thereof shall be brought and tried in the County of Sonoma.

14.6. Captions. The captions in this Agreement are solely for convenience of reference. They are not a part of this Agreement and shall have no effect on its construction or interpretation.

14.7. Merger. This writing is intended both as the final expression of the agreement between the parties hereto with respect to the included terms and as a complete and exclusive statement of the terms of the agreement pursuant to Code of Civil Procedure Section 1856. No modification of this Agreement shall be effective unless and until such modification is evidenced by a writing signed by both parties.

14.8. Time of Essence. Time is and shall be of the essence of this Agreement and every provision hereof.

14.9. Number and Gender. Wherever used in this Agreement, unless the provision or context otherwise requires, the singular number shall include the plural and the plural the singular, and the masculine gender shall include the feminine and neuter.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as set forth below.

CONTRACTOR:

DATED: _____

By:

**COUNTY:
County of Sonoma**

DATED: _____

By:
Purchasing Agent

OR

DATED: _____

By:
Chair, Board of Supervisors

ATTEST:

EEVE T. LEWIS, County Clerk and
ex-officio Clerk of the Board of
Supervisors

**CERTIFICATES OF INSURANCE ON
FILE WITH AND APPROVED AS TO
SUBSTANCE BY THE**

DEPARTMENT:

DATED: _____

By:
Coordinator, Economic

Development

Board

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APPROVED AS TO FORM:

DATED: _____

By:
Deputy County Counsel

APPENDIX #5

VISITOR CENTER - SCOPE OF SERVICES

**COUNTY OF SONOMA
VISITOR INFORMATION SERVICES STATEMENT**

1. Contract with the County of Sonoma to provide a range of visitor services in accordance with Countywide plans to effectively promote the attractions of the entire County at each visitor location. Items required of the participating visitor center include, but are not necessarily restricted to, using standardized signage, participating in County-wide computer hookups, training of staff, and distribution of generic Sonoma County literature when these program become available. In addition, each center will offer generic literature from other Sonoma County communities. No center participating in this plan will be required to offer commercial literature from other communities (privately owned attractions, lodging, restaurants, etc.) unless the participating center so desires. The participating center may charge a fee for the distribution of commercial literature.
2. None of the provisions of this contract will prohibit any participating center from providing a range of visitor services for its specific community according to the desires of the center's own governing body. The visitor center may offer any local literature, including commercial literature, it desires and provides other visitor assistance programs separate from countywide promotion.
3. The Visitor Center will be open year round, seven days a week for a minimum of 300 hours per month, but may close for holidays including New Years Day, Easter, Thanksgiving and Christmas. The site must observe standardized hours of operation for a Visitor Center as defined by the County.
4. Restroom facilities, including those for the disabled, must be located in or convenient to the Visitor Center. The building grounds and restrooms must be kept neat and free of refuse at all times.
5. Permanent brochure racks with promotional literature must be accessible to the public and in a primary location that is visible upon entering the Visitor Center.

6. The Visitor Center must maintain an accurate and up-to-date guest book to provide the County with a monthly count of visitors to the Center and an annual tally of the number of visitors by origin.
7. The Visitor Center will provide monthly reports to the County within thirty (30) days of month end covering:
 - Financial operations of the Center
 - Visitor profiles and numbers
 - Additional monitoring information as may be requested by the County
 - Website monitoring reports
8. All staff members from the center must attend the County approved training sessions when offered
9. The Visitor Center will participate in special countywide tourism promotions as required by the County through its Tourism Program.
10. The Visitor Center will provide any pertinent tourism information that may be requested by the County to evaluate the operation of the Visitor Center System.
11. The County will provide County wide tourism publications in quantity for distribution at the Visitor Center. These publications will be available at the site at all times and be used actively to promote tourism Countywide.
12. The County through tourism publications will promote location of and services provided by the County Visitor Center System.
13. The Visitor Center will cooperate with the County for a minimum of two annual visits by the County.
14. The Center will cooperate with the County organization responsible for maintaining the site identity and consistency of the facilities throughout the County to include standardized signage for the Visitor Center as it is developed.
15. The Center will provide all required office equipment and furnishings necessary to carry out operations in an efficient and desirable manner.
16. The Center will provide all heating and air conditioning, electricity water, sewer, building repairs, and utilities as presently provided to operate the site including telecommunication lines and cooperate in securing additional telecommunications capacity as determined by the County.

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17. Fulfillment of visitor requests for printed material must include a County Visitors Guide. When unable to do so, the Visitor Center must provide the County with recipients' names and addresses in electronic media or label form within two days.

18. The funded organization agrees to submit copies of all generic tourism promotional materials produced during the term it is a designated County agency or entity prior to the final production and printing of these materials.

19. The Center will forward to the County monthly in writing all complaints concerning the Center and its operation along with a record of responses to the complaint.

20. The Center will make available to the County copies of all existing operating manuals or those being developed to include:

- Job Descriptions of Staff
- Additional revenue sources

NOTE: It is understood by the County that any additional County requirements requiring funding over and above the budget as agreed to in Attachment B would require renegotiation of this contract or incremental funding from the County.

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APPENDIX #6

VISITOR CENTER MONTHLY REPORT

LOCATION: _____

SERVIC INDICATORS	1999			2000									
	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	TOTAL
Primary Visitor Center													
Walk-in Visitors													
Guest Book Sign-In													
Telephone Inquiries													
Mail Inquiries													
Website Hits													
Website Inquiries													
Email Inquiries													
B.C. Vis Guides- Dist. In Person													
B.C. Vis Guides- Mailed													
Sub-Total													

Satellite location	if Applicable												
Walk-in Visitors													
Guest Book Sign-In													
Telephone Inquiries													
B.C. Vis Guides- Dist. In Person													
Sub-Total													

TOTAL													
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COMMENTS

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APPENDIX # 7

VISITOR CENTER LOG

LOCATION :	MONTH :
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DATE	DAY OF WEEK	NO. HOURS OPEN	SCHEDULED HOURS (From :To)	NUMBER OF VISITORS
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				
22				
23				
24				
25				
26				
27				
28				
29				
30				
31				
TOTAL			TOTAL	

APPENDIX #8

SOURCES CONTACTED

The following organizations outside Sonoma County were contacted during the course of the study.

Monterey Visitors and Convention Bureau
Clackamas County (Oregon) Tourism Development Council
Desert Resorts Convention and Visitors Bureau (Palm Springs)
Napa Valley Conference and Visitors Bureau
Seattle Convention and Visitors Bureau
San Diego Convention and Visitors Bureau
Dallas Convention and Visitors Bureau
San Jose Convention and Visitors Bureau
Atlanta Convention and Visitors Bureau
Greater Miami Convention and Visitors Bureau
Newmarket Software
Hinton & Grusich
Orlando Convention and Visitors Bureau
Yuma Convention and Visitors Bureau
Lake Tahoe, Crystal Bay and Incline Village Visitors and Convention Bureau
North Lake Tahoe Resort Association
South Lake Tahoe Chamber of Commerce
Santa Cruz County Conference and Visitors Council
Marin County Convention and Visitors Bureau
San Mateo County Convention and Visitors Bureau
Saint Cloud Area Convention and Visitors Bureau
Western Illinois Tourism Development Office
Oregon Tourism Commission
California Trade and Commerce Agency
Maryland Tourism Development Board