



Council Agenda Report

From: Jim Cogan, Assistant City Manager

Subject: Service Contract for Chamber of Commerce Services for FY 2018/19

Date: August 7, 2018

Facts

1. The City has historically maintained a professional service contract with the Paso Robles Chamber of Commerce, because of its efforts to support tourism, which generates income for the City's General Fund.
2. Paso Robles Chamber of Commerce operates a Visitor Center that assists visitors in scheduling their time in Paso Robles and that alerts them to attractions and visitor experiences of which they may not have been aware.
3. The Chamber has submitted a proposal to continue visitor services, requesting \$75,000. (Attachment 1)
4. In December of 2016, the City partnered with the Chamber of Commerce to support the Chamber's effort to become the community's lead agency for economic development.
5. Under the terms of the agreement, initial activities included, but were not be limited to:
 - Preparing a yearly work plan, to include specific details related to business retention, expansion, and attraction activities.
 - Hiring an economic development professional to act as the main point of contact for economic development and lead the implementation of the goals and objectives.
 - Forming and implementing the Business Entrepreneur Success Team – B.E.S.T.
 - Developing an economic development page on the Chamber website with direct links to City and other related organizations such as the Economic Vitality Corporation.
 - Creating a Commercial Relocation Packet showcasing the Paso Robles area and how to successfully start, relocate, or grow a business locally.
 - Holding a Community Key Leader Summit to conduct a SWOT (Strengths, Weaknesses, Opportunities & Threats) Analysis.
 - Conducting business walks to survey local companies to capture necessary input on their experiences and expectations.
 - Assisting local businesses with financing assistance, employee training, employee search and screening, strategic assistance, problem resolution, expansion needs, permitting, and regulatory compliance.
 - Marketing the City to prospective businesses in emerging markets and doing so in such a way as to allow the development of industry clusters within north County.
6. The Chamber has submitted a letter of intent to remain as the economic development lead agency for Paso Robles, detailing the progress or completion of the activities in the initial contract and requesting additional funding for FY '18-19. (Attachment 2)

Options

1. Take no action;
2. Authorize the City Manager to extend the contracts with the Paso Robles Chamber of Commerce to continue to provide visitor services and to serve as the economic development lead agency for Paso Robles;

3. Provide alternative direction.

Analysis and Conclusions

Economic development has been described as a business concierge service and in this way it is appropriate for these separate efforts of visitor services and economic development to be provided by the Chamber of Commerce. A successful economic development program relies on the same skills and perspective that has contributed to the Chamber's success in operating the Visitor Center: a strong commitment to customer service, strong marketing, an in-depth understanding of the local community, and the ability to coordinate multiple resources. Utilization of the Chamber for both efforts provides for operational efficiency and cross-promotional opportunities as many potential business owners and executives travel to Paso for both vacation and work.

In one example of this synergy, the Chamber's visitor data collection coordination with Travel Paso and Paso Robles Wine Country Alliance provides critical information for marketing Paso to new and returning visitors as well as new and existing businesses. In another example, collocating the Visitor Center with the co-working space would serve to help market Paso to businesses. New and existing businesses need access to market information, community resources, capital and other business partners in order to grow in Paso. Expanding businesses and growing startups need relocation information and assistance with marketing to potential employees.

Finally, both efforts require a commitment to a long-term vision, which rarely results in immediate and dramatic economic benefits to a City, but rather sustainable economic growth. The Chamber has demonstrated that commitment and a track record of success through the Visitor Center and progress or completion of tasks enumerated in their first scope of work as the economic development lead agency for Paso Robles.

Fiscal Impact

Funding for these contracts were included in the FY 2018-19 City Budget. Expenditures for visitor services are paid for by the General Fund. Economic development services are being accounted for as an advance on the \$1.1M in economic recovery and mitigation funds planned to be received from PG&E as a result of the impending closure of the Diablo Canyon Power Plant.

Recommendation

1. Authorize the City Manager to renew the agreement between the City of Paso Robles and the Paso Robles Chamber of Commerce for Visitor Services for FY 2018-19.
2. Authorize the City Manager to approve the scope of work for the second year of the agreement with the Chamber of Commerce to serve as the lead agency for economic development for Paso Robles.

Attachments

1. Visitor Services Contract Proposal
2. Economic Development Letter of Intent



March 29, 2018

Mr. Tom Frutchey, City Manager
City of Paso Robles
1000 Spring Street
Paso Robles, CA 93446

Subject: Visitor Services Contract - Renewal

Dear Mr. Frutchey,

Thank you for the opportunity to submit this proposal for consideration to renew our contract for Visitor Services for the 2018-2019 FY Term between the Paso Robles City and the Paso Robles Chamber of Commerce and Visitor Center.

Our Mission for the Center continues to concentrate on establishing it as The Informational Hub for both tourists and residents. To achieve this, our goals over the last few years have focused on ensuring that our visitors felt welcome, providing access to community events and connecting them to our tourism industry partners. After assessing our accomplishments in this regard we feel that we have made significant progress in achieving these goals and becoming the place to go to find answers and be connected.

In the last term we have improved our available resources and accessibility to them by extending our hours. We are now open seven days per week, year round and have staffed the Center with knowledgeable individuals passionate about sharing our community. We have driven guests to visit us by improving our signage, increasing our involvement in community events and showcasing our services through social media promotion. We have also partnered with Travel Paso Robles Alliance and brought highly requested Paso Robles Souvenirs to the Center.

Prior to the end of this term we expect to create a formal Relocation Guide to distribute with what we currently provide potential residents. Our website is also set to be updated to include additional resources for those interested in learning more about our great town of Paso Robles. We look forward to enhancing our services and further establishing ourselves as a leader in the local hospitality industry, setting the example of doing things the "Paso Way," and sharing that way with others in Customer Service by organizing industry related events and workshops with our tourism partners.

To continue to pursue our goals and make a positive impact on our community we are aware that appropriate funding is essential. This is why we respectfully request to continue our contract with the City for Visitor Services at \$75,000 for this renewal term.

In the accompanying detail you will find the following supporting documents:

Activity Report:

This report provides the various ways the Visitor Center team has achieved our goals over the last term.

Continual Enhancements Report:

This report will outline the areas we will continue to focus on to improve the experiences of our guests.

Financial Report:

This report will provide a Current and Projected Profit & Loss comparison.

We appreciate the opportunity to continue to partner with the City of Paso Robles to ensure all who venture to our great town have a memorable experience.

Sincerely,

Gina Fitzpatrick, *President/CEO*

Activity Report

Visitor Center by the Numbers: The graph below shows the number of individuals assisted by our Visitor Center in a variety of methods during the first three quarters of the term of our agreement which will put us on the path to once again increase our touch rate over the prior term. It also expresses how a change in our tracking mechanisms has allowed us to see the impact of the improvements we have made to our services and be able to capture accurate and relevant information.

Visitor Center Activity Report*					
	2017 Q3	2017 Q4	2018 Q1	17-18 YTD	Mo. Avg.
Walk-Ins	3,987	4,416	3,619	12,022	1,335
Phone Requests	612	512	602	1,726	191
Email Requests	307	429	389	1,125	125
PRCC Visitor Info Distributed**	95	612	685	1,392	154
PRWCA Wine Guides Distributed	765	1,173	1,597	3,535	392
Relocation Packets Distributed	10	5	7	22	2
Website – Hits to SEO Pages	143,289	105,766	115,672	364,727	40,525

**New tracking systems were implemented in the second quarter of the term.*

***Starting in Q4, this number includes PRCC created brochures in addition to the Visitor Guides distributed and contains bulk requests.*

World Travelers: We have seen tourists from all over the world including 10 different countries as well as guests representing a majority of states in our great nation. Many of those stopping in our town were here for the first time due to the continued closure of Highway 1 as well as the devastating fires in Sonoma and Napa Counties and mudslides in Santa Barbara. Though unfortunate situations prompted them to change their vacation plans to detour to or through Paso Robles, the charm of our town has guaranteed future trips and recommendations to others.

Visitor Data Capturing: During the first three quarters of the term we have shared over 200 unique email addresses of our guests, as well as where they are traveling from, with our partners at Travel Paso Robles Alliance and Paso Robles Wine Country Alliance. This system was put in place to capture contact information to be able to keep tourists in the know of what is happening in Paso once they return home and encourage more frequent return trips to our area.

Community Involvement: We continued our community involvement this term by keeping our doors open to participate in the Downtown Main Street's Safe & Fun Halloween and Elegant Evening events. In addition, we exhibited at the Wedding & Special Events Expo in March where we showcased the resources available through the Center to further connect those planning events in our area with potential vendors.

Group Concierge Service: In the last term we assisted several small groups with scheduling their trips to our town by offering a wide variety of information to accommodate their needs and interests from low cost to first class amenities. We have since worked to expand on this service and include appropriate offerings for commercial groups looking to combine business with much needed team bonding options, venues and vendors appropriate for key strategic planning sessions and retreats.

Retail Items: This past term we formally launched our souvenir line in conjunction with Travel Paso Robles Alliance and expanded what we offered previously to include a variety of items for guests to remember their time in Paso Robles at reasonable price points. After analysis we have determined that we can continue to improve on this by adding sought after items not offered by other local retailers including stickers and trucker hats.

Facility Upgrades: In an attempt to continue to improve our space and provide a welcoming environment we have rearranged our Visitor Center to be user friendly with updated information displays and signage. We increased our findability by replacing faded outdoor signage and added a sandwich board to direct guests passing by inside for information. In addition we have added some fun touches tying the Center to the history of our town with the inclusion of a wall display of Chardonnay vines from Eberle Winery, one of the longest running in our area and will install reclaimed barn wood from Steinbeck Vineyard representing seven generations of Pioneers as the backdrop of our Artist Display wall in the coming months. These touches add unique opportunity to talk of the rich and humble history of our town as we share available resources.

Continual Enhancements

We believe that an organization that does not continue to enhance its programs and processes will eventually become stagnant and obsolete. This way of thinking pushes us to strive to constantly improve ourselves to stay 'in the know' and aware of changes happening in our community and surrounding areas. In addition, it inspires us to set the example and offer opportunities to our partners to expand their skills and showcase what we want every guest to experience as the "Paso Way" in which we are all knowledgeable, personable and enthusiastic about sharing our town.

Information Hub: Our ultimate goal is to become the hub of information for our community and to be the place that locals think of first when they have guests coming into town. We want our tourism partners to utilize us as an extension of their onsite resources and hope that visitors make us their first stop when arriving into the area. We will do this by ensuring we have the latest information available from events to accommodations, restaurants and activities and sharing this through continued marketing campaigns via email and social media.

Tourism/Hospitality Education: In the next term we plan to host industry nights at the Visitor Center with our Tourism and Hospitality partners where we will provide an opportunity for the participants to connect with each other and share valuable information relevant to their roles in customer service.

Event Collaboration: We will expand the collaboration with our Partners including the Paso Robles Wine Country Alliance, Downtown Main Street Association, Travel Paso Robles Alliance and others to be the voice of assistance guests need as they plan their trip and look to attend the events and festivals being offered locally. Our Partners will be able to focus on marketing Paso Robles to drive visitors to our area through event production and promotion while having a reprieve from the numerous questions that come with putting on these events. We will work to be an extension of their staff by coordinating with them to have the information on hand for event participation to assist where appropriate and help avoid unanswered questions.

Staff Development: In the new term we will continue to expand the knowledge base of our Visitor Center staff by encouraging their involvement at tourism educational seminars, workshops and trainings. We will invest in our staff so that they can lead by example and promote our resources and community effectively.

Financial Report

Below you will find a comparison of the current Profit & Loss Statement for the Visitor Center expenses this term as well as the proposed expenses for the next fiscal year.

Visitor Center Profit & Loss Comparison			
	Jul '17 - Jun 18 (To Date)	Jul '17 - Jun 18 (Expected)	Projected
Ordinary Income/Expense			
Income			
4030 - Visitor Center			
4031 - City Contract	56,250.00	75,000.00	75,000.00
4032 - Donation	296.93	396.93	0.00
4033 - Retail Sales	2,727.09	3,627.09	6,000.00
Total 4030 - Visitor Center	59,274.02	79,024.02	81,000.00
4050 - Advertising			
4054 - Visitor Guide Advertising	2,798.00	7,798.00	5,000.00
Total 4050 - Advertising	2,798.00	7,798.00	5,000.00
Total Income	62,072.02	86,822.02	86,000.00
Cost of Goods Sold			
5030 - Visitor Center Goods			
5033 - Retail Product Expense	629.60	629.60	2,000.00
Total 5030 - Visitor Center Goods	629.60	629.60	2,000.00
5050 - Advertising Expense			
5051 - Visitor Guide Printing	10,680.00	10,680.00	5,000.00
5052 - Visitor Guide Distribution	2,668.56	2,668.56	3,000.00
5050 - Advertising Expense - Other	0.00	0.00	1,000.00
Total 5050 - Advertising Expense	13,348.56	13,348.56	9,000.00
Total COGS	13,978.16	13,978.16	11,000.00
Gross Profit	48,093.86	72,843.86	75,000.00
Expense			
6000 - Salaries & Wages			
6005 - President/CEO	5,431.16	7,591.16	9,360.00
6010 - Operations	1,638.00	2,184.00	2,184.00
6030 - Visitor Center Staff	25,539.89	37,607.89	43,238.00
Total 6000 - Salaries & Wages	32,609.05	47,383.05	54,782.00
6100 - Payroll Expenses			
6101 - Payroll Taxes	2,967.42	4,311.86	4,985.16
6110 - Payroll Fees	905.00	905.00	436.80
Total 6100 - Payroll Expenses	3,872.42	5,216.86	5,421.96

6200 - Insurance			
6201 - Employee Benefit Medical	1,890.00	2,520.00	1,440.00
6210 - Work Comp Insurance	225.00	326.94	378.00
6220 - Commercial Insurance	525.68	699.83	645.00
Total 6200 - Insurance	2,640.68	3,546.77	2,463.00
6400 - Computer Maintenance & Support			
6420 - IT Support	1,657.69	2,212.39	2,218.80
6430 - Software Support	1,551.87	2,069.16	2,069.16
6440 - Software Purchase/Subscriptions	1,101.73	1,241.05	1,145.28
6445 - Copier Lease	1,451.13	1,934.88	1,935.00
Total 6400 - Computer Maintenance & Support	5,762.42	7,457.48	7,368.24
6500 - General Expenses			
6502 - Bank Charges & Credit Card Fees	1,984.34	2,396.84	1,860.00
6513 - Postage	512.78	856.78	1,032.00
6514 - Printing Expense	334.01	635.01	688.00
6516 - Rent	17,582.40	23,443.20	23,812.80
6519 - Taxes - Personal Property	156.89	156.89	107.50
Total 6500 - General Expenses	20,570.42	27,488.72	27,500.30
6600 - Repairs & Maintenance			
6601 - Cleaning - Office	606.26	795.46	619.20
6625 - Visitor Center Improvements	2,942.35	3,442.35	5,000.00
6630 - Office Equipment	1,136.84	1,136.84	1,200.00
Total 6600 - Repairs & Maintenance	4,685.45	5,374.65	6,819.20
6700 - Supplies			
6701 - Office Supplies	1,275.41	1,533.41	1,032.00
6710 - Cleaning/Janitorial Supplies	112.38	176.88	258.00
6720 - Water - Drinking	122.98	174.58	206.40
Total 6700 - Supplies	1,510.77	1,884.87	1,496.40
6800 - Utilities			
6810 - Electricity	916.64	1,239.14	1,290.00
6820 - Gas	51.83	116.33	129.00
6830 - Internet	499.23	666.93	670.80
6840 - Telephone	1,137.85	1,492.60	1,419.00
6850 - Trash/Shredding	114.38	159.53	206.40
6860 - Water/Sewer	245.62	290.77	180.60
Total 6800 - Utilities	2,965.56	3,965.31	3,895.80
Total Expense	74,616.77	102,317.70	109,746.90
Net Ordinary Income	(26,522.91)	(29,473.84)	(34,746.90)
	(26,522.91)	(29,473.84)	(34,746.90)

June 8, 2018

Thomas Frutchey, City Manager
City of Paso Robles
1000 Spring Street
Paso Robles, CA 93446

Dear Mr. Frutchey,

With the support and encouragement from our Board of Directors, the Paso Robles Chamber of Commerce (Chamber) respectfully submits this letter of intent to formalize our interest in remaining as the Economic Development lead agency for Paso Robles in fiscal year 2018-2019.

As a Chamber, we are passionate about developing a thriving economy and have the expertise and strategic partnerships to be successful. The Chamber's commitment to Economic Development is supported through its creation of an Economic Development Committee whose mission statement was updated in 2018 to read as follows:

Create an environment conducive to retaining, growing, and attracting businesses that provide jobs and that expand the local sales and property tax base, while maintaining a positive balance between growth, social equity, and quality of life for City residents.

Our intent was to begin economic development activities beginning in the 3rd quarter of 2017. However, this was not possible for reasons of which you are aware. The good news is that we retained a Director of Economic Development in February 2018 who has focused on implementing a number of initiatives to achieve the goals set forth in the previously submitted letter of intent. Highlights include:

- Collaboration with the City regarding the potential to open a co-working space
- Developed materials and published the 2018 Relocation Guide
- Developed materials for and launched an economic development "microsite"
- Collaboration with Coraggio and TPRA to conduct an economic development SWOT analysis
- Preparation and facilitation of a Business Leader Summit
- Hosted a debrief meeting to review SWOT results
- Advocated in support of City initiatives including funding for the EVC, co-working space, and the City's mural and public arts policy
- Collaboration with City staff to prepare "quick reference" business permit guides
- Planned for a Business Walk
- Participated in and joined the Housing Constraints and Opportunities Committee
- Attempted to recruit two businesses from outside San Luis Obispo County
- Attended and facilitated regularly scheduled Economic Development Committee meetings
- Developed the Brew Paso initiative
- Formation of the Business Entrepreneurial Success Team
- Engaged in conversations with six prospective businesses looking for information on how to open a business in Paso Robles

However, we still have work to do. Looking towards the 2018/2019 fiscal year, we anticipate building on the momentum generated from the SWOT, Business Leader Summit, Community Survey, and Business Walk to plot a course of action. With our focus squarely set on economic development, we envision using unused funds from 2017 and the 2018/2019 budget to initiate the following goals, objectives, and actions:

1. Goal – Attract businesses to Paso Robles

- 1.1 Objective - Court and attract new businesses in an effort to complement our current industries and diversify our local economy.
 - 1.1.1 Action - Develop a map of development opportunity sites (e.g. OppSites).
 - 1.1.2 Action - Retain a specialist to conduct a market analysis for Paso Robles to determine retail leakage and identify the types of businesses to attract OR other relevant economic analysis.
 - 1.1.3 Action - Retain a specialist to assist the City in preparation of targeted incentives to attract new businesses.
 - 1.1.4 Action - Maintain the Economic Development “microsite” and add new information.
 - 1.1.5 Action – Print additional copies of the 2018/2019 Business Relocation Guide.
 - 1.1.6 Action - Prepare and print a business start-up guide and checklist.
 - 1.1.7 Action - Engage the Business Entrepreneur Success Team (B.E.S.T.) as needed
 - 1.1.8 Action – Pursue tenants that may be interested in locating within the former boy’s school site.
 - 1.1.9 Action – Pursue tenants that may be interested in locating at the airport.
 - 1.1.10 Action - Oversee the implementation of initiatives such as Brew Paso, Cook Paso, and Horticulture Paso.

2. Goal – Expand the Skilled Workforce and Increase Head of Household Jobs

- 2.1 Objective – Promote the Workforce Development Board as a resource for businesses.
 - 2.1.1 Action –Engage with the Workforce Development Board on a quarterly basis to discuss the needs and applicable programs best suited for Paso Robles businesses.
 - 2.1.2 Action – Promote workforce solutions to businesses in need via emails, digital newsletter/blog postings, speaking engagements, business meetings, facebook posts, and other appropriate methods.
- 2.2 Objective – Support apprenticeship programs.
 - 2.2.1 Action - Discuss opportunities for student apprenticeship programs through the San Luis Obispo County Office of Education.
 - 2.2.2 Action - Promote the availability of apprenticeship programs through the chamber’s economic development microsite and social media posts.

2.3 Objective – Strengthen Education partnerships.

- 2.3.1 Action - Look for ways to connect businesses with students such as national Manufacturing Day (October 5th).
- 2.3.2 Action - Continue to support Career Technical Education (CTE) programs through PRJUSD.
- 2.3.3 Action – Continue to explore the possibility of starting an advanced manufacturing training program in conjunction with Cuesta College.
- 2.3.4 Action – Continue to attend President Armstrong’s Economic Development Committee meetings.
- 2.3.5 Action – Continue to explore partnerships with Cal Poly and the potential to expand programs into the North County.
- 2.3.6 Action – Support Cuesta College’s new Business Information Worker (BIW) certificate program by assisting with recruitment and providing engagement activities.

3. Goal – Engage the business community

- 3.1 Objective – Provide educational opportunities for business leaders and their employees.
 - 3.1.1 Action – Organize business training seminars on topics such as customer service, business start-up, leadership, and social media.
- 3.2 Objective – Inspire business leaders.
 - 3.2.1 Action – Invite business leaders to join the Chamber to attend a one day “field trip” and tour of a successful business that will inspire and provide attendees with a number of best-practices to consider implementing upon their return.
- 3.3 Objective – Inform the business community through various chamber sponsored events.
 - 3.3.1 Action - Hold at least one Business Leader Summit.
 - 3.3.2 Action - Conduct a Business Walk in 2019 to survey local companies to capture necessary input on their experiences and expectations. Use 2018 survey as a benchmark.
 - 3.3.3 Action – Consider co-hosting EVC meetings specific to the North County.
 - 3.3.4 Action - Prepare digital and print materials to promote economic development efforts such as 2019 Business Walk, Brew Paso initiative, B.E.S.T., strategic plan update, co-working space, and launch of the microsite.
 - 3.3.5 Action – Prepare a digital survey to engage residents, employees, and business owners in order to understand their thoughts about the Paso Robles economy.

4. Goal – Support housing projects for all income levels

- 4.1 Objective – Be informed of housing projects.
 - 4.1.1 Action - Participate in the Housing Constraints and Opportunities Committee.
 - 4.1.2 Action – Coordinate with the Community Development Department on a monthly basis regarding housing projects.
 - 4.1.3 Action – Attend workshops and community open houses related to housing projects.
- 4.2 Objective – Advocate for housing projects.
 - 4.2.1 Action - Assist in developing a coalition of supporters for housing.
 - 4.2.2 Action – Speak favorably of housing projects, in general terms, at city council hearings.

5. Goal – Offer economic development services as a community wide benefit

- 5.1 Objective – Update the Paso Robles Economic Development Strategic Plan
 - 5.1.1 Action – Use the information gathered from the SWOT, Business Leader Summit, Business Walk, and Community Survey to update the Strategic Plan.
- 5.2 Objective – Employ economic development staff.
 - 5.2.1 Action – Continue to retain a Director of Economic Development.
 - 5.2.2 Action – Continue to provide overhead and administrative support to the Director of Economic Development.
 - 5.2.3 Action – Continue to retain a part time economic development intern.
- 5.3 Objective – Educate economic development staff.
 - 5.3.1 Action – Send Director of Economic Development to conferences such as CALED, IEDC, and other appropriate conferences as budget permits.
- 5.4 Objective – Interact with community organizations.
 - 5.4.1 Action - Engage with local NGO's such as TPRA, PRWCA, Hispanics Business Association, and the Home Builders Association.
- 5.5 Objective – Remain flexible.
 - 5.5.1 Action – Set aside contingency funds for unforeseen needs.

This is not an exhaustive list and it's probable that additional actions will be added as the year progresses, especially as we continue to engage with community stakeholders.

In order to assess milestone achievements and performance, we propose to continue the bi-weekly meetings with the City Manager (or designee) and the quarterly meetings with the Economic Development Oversight Committee.

Moving forward, we respectfully request funding as described on *Attachment A* to accomplish the established objectives.

We firmly believe these objectives will greatly benefit our Community and look forward to our pursuit of making Paso THE economic hub of San Luis Obispo County.

Sincerely,

A handwritten signature in black ink that reads "Gina Fitzpatrick". The signature is written in a cursive style with a large initial "G".

Gina Fitzpatrick

CEO/President

Paso Robles Chamber of Commerce

Attachment A

Action	Action Description	Fee
Goal 1 - Business Attraction		
1.1.1	Develop a map of development opportunity sites (e.g. OppSites).	\$ 4,600
1.1.2	Retain a specialist to conduct a market analysis for Paso Robles to determine retail leakage and identify the types of businesses to attract OR other relevant economic analysis.	\$ 20,000
1.1.3	Retain a specialist to assist the City in preparation of targeted incentives to attract new businesses.	\$ 20,000
1.1.4	Maintain the Economic Development “microsite” and add new information.	\$ 5,000
1.1.5	Print additional copies of the 2018/2019 Business Relocation Guide.	\$ 2,000
1.1.6	Prepare and print a business start-up guide and checklist.	\$ 500
1.1.7	Engage the Business Entrepreneur Success Team (B.E.S.T.) as needed	\$ -
1.1.8	Pursue tenants that may be interested in locating within the former boy’s school site.	\$ -
1.1.9	Pursue tenants that may be interested in locating at the airport.	\$ -
1.1.10	Oversee the implementation of initiatives such as Brew Paso, Cook Paso, and Horticulture Paso.	\$ -
	GOAL 1 - SUBTOTAL	\$ 52,100
Goal 2 - Expand the Skilled Workforce and Increase Head of Household Jobs		
2.1.1	Engage with the Workforce Development Board on a quarterly basis to discuss the needs and applicable programs best suited for Paso Robles businesses.	\$ -
2.1.2	Promote workforce solutions to businesses in need via emails, digital newsletter/blog postings, speaking engagements, business meetings, facebook posts, and other appropriate methods.	\$ -
2.2.1	Discuss opportunities for student apprenticeship programs through the San Luis Obispo County Office of Education.	\$ -
2.2.2	Promote the availability of apprenticeship programs through the chamber’s economic development microsite and social media posts.	\$ -
2.3.1	Look for ways to connect businesses with students such as national Manufacturing Day (October 5 th).	\$ -
2.3.2	Continue to support Career Technical Education (CTE) programs through PRJUSD.	\$ -
2.3.3	Continue to explore the possibility of starting an advanced manufacturing training program in conjunction with Cuesta College.	\$ -
2.3.4	Continue to attend President Armstrong’s Economic Development Committee meetings.	\$ -
2.3.5	Continue to explore partnerships with Cal Poly and the potential to expand programs into the North County.	\$ -
2.3.6	Support Cuesta College's new Business Information Worker (BIW) certificate program by assisting with recruitment and providing engagement activities.	\$ -
	GOAL 2 - SUBTOTAL	\$ -

Goal 3 - Engage the business community		
3.1.1	Organize business training seminars on topics such as customer service, business start-up, leadership, and social media.	\$ -
3.2.1	Invite business leaders to join the Chamber to attend a one day "field trip" and tour of a successful business that will inspire and provide attendees with a number of best-practices to consider implementing upon their return.	\$ -
3.3.1	Hold at least one Business Leader Summit.	\$ 5,000
3.3.2	Conduct a Business Walk in 2019 to survey local companies to capture necessary input on their experiences and expectations. Use 2018 survey as a benchmark.	\$ 2,500
3.3.3	Consider co-hosting EVC meetings specific to the North County.	\$ -
3.3.4	Prepare digital and print materials to promote economic development efforts such as 2019 Business Walk, Brew Paso initiative, B.E.S.T., strategic plan update, co-working space, and launch of the microsite.	\$ 10,000
3.3.5	Prepare a digital survey to engage residents, employees, and business owners in order to understand their thoughts about the Paso Robles economy.	\$ -
	GOAL 3 - SUBTOTAL	\$ 17,500
Goal 4 - Support housing projects for all income levels		
4.1.1	Participate in the Housing Constraints and Opportunities Committee.	\$ -
4.1.2	Coordinate with the Community Development Department on a monthly basis regarding housing projects.	\$ -
4.1.3	Attend workshops and community open houses related to housing projects.	\$ -
4.2.1	Assist in developing a coalition of supporters for housing.	\$ -
4.2.2	Speak favorably of housing projects, in general terms, at city council hearings.	\$ -
	GOAL 4 - SUBTOTAL	\$ -
Goal 5 - Offer economic development services as a community wide benefit		
5.1.1	Use the information gathered from the SWOT, Business Leader Summit, Business Walk, and Community Survey to update the Strategic Plan.	\$ -
5.1.1	Continue to retain a Director of Economic Development.	\$ 100,000
5.1.2	Continue to provide overhead and administrative support to the Director of Economic Development.	\$ 28,000
5.1.3	Continue to retain a part time economic development intern.	\$ 12,500
5.2.1	Send Director of Economic Development to conferences such as CALED, IEDC, and other appropriate conferences as budget permits.	\$ 7,500
5.3.1	Engage with local NGO's such as TPRA, PRWCA, Hispanics Business Association, and the Home Builders Association.	\$ -
5.4.1	Set aside contingency funds for unforeseen needs.	\$ 7,400
	GOAL 5 - SUBTOTAL	\$ 155,400
	2018 BUDGET RESERVE	\$ 40,000
	2018/2019 TOTAL (MINUS RESERVE)	\$ 185,000