

**Yosemite/Mariposa Tourism Bureau Minutes
Annual Meeting
August 17, 2011
Mariposa County Fairgrounds – Building “A”
Highway 49 S., Mariposa, CA 95338**

Meeting was called to order by Dan Jansen @ 1:30 p.m.

Board Members Present:

Donna Brownell (Arts Council)
Brian Bullis (Mariposa County Fairgrounds)
Donna Davis (The Redwoods)
Jonathan Farrington (Tenaya Lodge)
MaryAnn Huff (Chamber of Commerce)
Dan Jensen (DNC) President
Donna Nassar (B&B's Secretary) Secretary-Treasurer
Doug Shaw (The Yosemite Bug)
Kevin Shelton (Yosemite Resorts) Vice President

Excused Board Members:

Ex-Officio Members Present:

Roger Biery, EDC
Marilyn Lidyoff, EDC
Candy O'Donnell-Browne
Donna Sisson, YNP

Absent Ex-Officio Members:

Teresa Castaldi

Staff:

Jeffery Hentz – Executive Director
Kristine Showalter – Administrative Assistant

Visitors:

Bob Kershner
Forrest Monk (Jeffrey Hotel)
Lester Bridges (Chamber of Commerce)

➤ **PUBLIC COMMENTS**

Brian Bullis – Mariposa County Fairgrounds: Bullis announced that Karen Ross, the Secretary of Agriculture is going to release a report that was ordered by Governor Brown on the future of the fair network on November 15, 2011. Bullis explained that at that point, he would be able to plan a strategy on how the fairgrounds could survive. Bullis commented that he had received some information through Calvarias Fair, who is fast tracking and that they have enough funds to operate their fair through April, 2012, and then they will be out of funds. Bullis further explained at a state meeting, it was learned that all state fairgrounds will be phased out within the next one to five years, and that funding would not be part of any package, and that they will turn over local control to the non-profits, and at that point the fairgrounds would be eligible to be leased back from the state for a nominal fee; however we do not know what the fee will be, but was hopeful that it will be affordable. Bullis said in essence if the community supports the fairgrounds then they stay open, if not then they will close. Bullis said that the good news is that we have excellent community support in Mariposa County and we will fight like hell to keep this fairgrounds open. Bullis went on to state that the fairgrounds currently has enough money to operate through the end of 2013, without any help from anyone, and as long as there is no issues or lawsuits. Biery asked; when will the state turnover the control? Bullis indicated that they would have to wait until November when the plan is released. Bullis also announced that a film crew is coming to

produce a documentary at fair time called "American Fair Community Defined". The organization will be filming twenty fairs around the United States and Mariposa Fair was chosen as one of those. Bullis commented that they chose Mariposa County Fair because our title for the fair this year is "Mariposa Fair & Homecoming". Bullis said the "Homecoming" aspect is what really caught their attention.

Forrest Monk - Hotel Jeffrey: Monk introduced himself as one of the new owners of the Jeffery Hotel, and gave an update on the work that they have been doing. Monk indicated that they should be open by 5:00 pm on Friday, August 19, 2011, and a Grand Opening is scheduled for the 26th of August. Monk explained that they currently have twelve rooms open, and is in the process of working on the other remaining rooms. The Saloon will be open for dining including the outdoor dining. Monk asked about reservation software, Hentz recommended using a program with GES (Global Distribution System).

Bob Kirchner – Kirchner announced that he is back in town and working on the "Super-bowl" for the third year. Kirchner indicated that there will be twenty-one (21) teams arriving in Mariposa on the 4th, 5th, and 6th of November. Kirchner is working with the businesses and appreciates everyone's support. Kirchner commented that visitors will come from all over the Central Valley and included about 6,000 kids. The Chamber will have a booth, and Kirchner encouraged the Tourism Bureau to participate as well. Hentz commented that he hopes we will have the sports complex in place by next year as well.

Dan Jensen – DNC: Jensen indicated that the park is having a very busy summer and it had been an uncomfortable summer due to the number of cars, and indicated that they were working to manage the traffic. Jensen announced that on the 27th of August, the park service is going to experiment with a different way to manage traffic in Yosemite Valley. Jensen indicated that on one day this year there were more than 11,000 cars in the valley on one day and more days with more than 10,000 cars. Jensen explained that the Park Service is going to try to push the cars up to the crossover at old Capitan, and then create a shuttle bus to loop around the big loop thus allowing people to park there. Jensen thought that this would allow a better circulation of cars and a better experience for the visitors. Jensen commented that the last "High Camp" opened up and it was the latest it ever opened. Hentz commented that Yart's is trying to establish more regular routes including an "Express" route from Mariposa in an effort to help reduce the amount of cars going into the park and this will also help the downtown businesses in Mariposa as well. Brownell suggested that a postcard would be helpful for visitors that shows them where the parking places are located.

Lester Bridges- Chamber of Commerce: Bridges commented that the Visitor's Center is getting a lot of calls for rooms, and they are filling up every place, every day, including campgrounds. Bridges also commented that a French visitor told them that they read in a book or magazine that the Visitor's Center was a "must see" destination. Hentz announced that the Tourism Bureau installed a laptop at the Visitor's Center to make reservations on line, but the connections were not good. Hentz advised the Visitor's Center staff to make sure they include the South Entrance lodging accommodations as they are receiving visitors as well. Additionally, Hentz announced that the Tourism Bureau hired an independent contractor to take personal survey's to collect data about visitors. Hentz reported that about 65% of the visitors were international, but said that it is our virgin markets that we are starting to put efforts into. Hentz went on to say that the survey showed that the Southern California visitor's preferred route was to enter from highway 140 and leave from highway 41.

Donna Sisson – NPS: Sisson cautioned everyone to be aware that the Avalanche fire will be on-going thru Labor Day weekend. Sisson also advised that they have opened an additional lane that will help as well.

➤ Action Matters

1. APPROVAL OF MINUTES – Approval of the previous minutes

Jensen asked for a motion to approve the previous minutes from 5-18-2011, with the following corrections:

- a. *Change Kevin Shelton's title from "President", to "Vice President".*
- b. *Delete paragraph 2, page 4 "Jensen asked for a motion to approve the above donation requests. A motion was made by Bullis, and seconded by Shaw, motion passed."*

A motion to approve the minutes with the above two (2) corrections as noted, was made by Brownell and seconded by Huff, motion passed.

2. TREASURER REPORT – Approval of the Treasurers Report

After clarification that all current and updated documents had been received, a short discussion was held regarding the corrected P&L, and budget to actual. Hentz verified that there was an accounting error under the operations line, the communications and telephone "spent" line for this year was \$5,000.00 more in the communications and direct marketing than there should have been. Farrington asked if there would be a depreciation credit for the new trade booth. Biery commented that he didn't think you could get a tax break if you are a non-profit. Brownell commented that according to her CPA they charge off annual depreciation, and Brownell suggested it be verified by the CPA. Brownell also suggested that there should also be a schedule of assets available in case of a fire for insurance purposes. Jensen indicated that on the balance sheet there is a capitol\equipment line and suggested getting the CPA's advice. Jensen also commented that beyond assets, that photograph's should be included for insurance purposes. It was decided that the accountant would advise the board on asset tracking. Jensen asked for a motion to approve the treasurer's report. Hentz suggested that an internal audit of assets should be done. A motion was made by Davis, and seconded by Farrington, motion passed.

3. YMCTB ANNUAL ELECTIONS – Annual Elections of Directors, Advisors & Officers

Jensen explained that MaryAnn Huff's board term is expires, so this would be to nominate for another three (3) year term to elect her to the board. Jensen further explained that all other Officers have agreed to continue in their current roles. Jensen reviewed the bylaws to make certain that the correct number of members associated with the tourism bureau and that the right proportions are correct. Jensen asked for any discussion, and commented that there are board seats available and that it is not necessary to fill them at the Annual Board Meeting however, it is a matter of keeping current with the terms of the members who are actually expiring. Huff commented that she would like to continue her place on the board and that she is the only representative from the North County at present. Jensen asked for a nomination to approve MaryAnn Huff. A motion was made by Davis, seconded by Brownell, motion passed.

Elections of Officers: Jensen announced the nominations for the same slate of current officers. Jensen also commented that a rotation of officers is also something to consider. Jensen asked for a motion to keep the current Officers in place, a motion was made by Huff, seconded by Shelton. Motion passed. All installation of Officers is completed.

Additionally, Jensen inquired if the board has to actually vote for the Advisory Council Board Members. Biery indicated that the bylaws indicate that this is not required. (An updated list of Advisory Council Board Members was included in the meeting packet for review.) A discussion was held regarding the open board seats and whether or not the roster of the Advisory Council members needed a vote to update or remove non-participating members. The Board decided that it was appropriate to amend the list without any elections. The Board decided to remove Theresa Castaldi from the Advisory Council list today. Additionally, a roster of current and expiring board members was included in the board packets for a reference. Jensen indicated that there were several board members expiring next year and that they needed to start planning ahead to fill those positions.

4. **MARKETING COMMITTEE REPORT & APPROVAL OF 2011-2012 MARKETING PLAN** – Hentz explained that he brought the Marketing Committee together to review the documents that were included in the packets. Hentz shared that the marketing strategy included the outreach advertising, public relations, and social media. It was decided to continue the branding of the destination as a world-class, all-season destination with the focus on the season from October-April and early May getting people to travel during that time and continue to leverage the different media outlets. Hentz shared that the website and vacation planner has become a major marketing tool. Hentz said the other areas of marketing strategy included media, and that was indicated in the budget for 2012' is positioned. Hentz indicated that the bureau has the money to target three (3) comprehensive advertising campaigns which are a combination of brand awareness, and lead generation. The target markets include the bay area, Monterey, Santa Barbara and North and Central Coast and the target market is the "empty nesters" that can travel during the week.

Hentz indicated that the marketing message is "The Park is Yours Again California", "The crowds are gone", etc...Hentz also talked about a "Create CA Resident RATE Promo" program to help lodging bookings. A winter campaign from December to holidays, and then an extensive spring campaign including partnerships such as Papa Murphy's and Subway, El Pollo Loco, and the Disney Theater in San Francisco was also interested in partnering with us as well as some of the former partners that have worked with us previously. Public relations and social media are still being evaluated. Catalyst will continue to provide our PR requirements and our website is continuing to be more aggressive on the marketing including data base and lead generation which will tie into some of our restructuring.

On-line travel portals, on-line bookings (Travel Agent) on our website. Shelton commented that it would not be his first choice for selling a room. Farrington commented that it would be more of a benefit to the smaller properties. Hentz said that booking engines is more of a tool for bookings from October through April. Hentz indicated that the budget for on-line marketing is \$85k, but \$74k is the bill out cost for Yosemite.com, and \$11k goes into the combination of marketing and support for

administrative costs for the website once it is launched. Hentz went on to talk about special marketing activities including: increasing more email marketing, destination video, and the vacation planner will need to be re-printed in October which a majority of the \$50k is for vacation planner, and rack cards. Hentz indicated that the travel-trade consumer shows went up, budget was \$75k, but with the addition of Gloria Paladini (YMCTB'S new Group Sales Manager) we have numerous corporate, SMURF, and meeting shows that will be added to the schedule. International sales offices: Hentz said YMCTB will retain the German and Australian office. The UK office is on hold until we can identify if it makes sense to stay with that same agency or select a new agency based upon our needs to fill our off-season vacancies. Hentz also indicated that he is considering adding partners such as Sonoma and Santa Monica as a triangle program consisting of 30k each and have our own dedicated office in the UK. Jensen asked for a motion to approve the 2011-2012 Marketing Committee Plan, (a Power Point Marketing Plan was presented and included in the packet for approval) a motion was made by Shelton, and seconded by Davis, motion passed.

5. YOSEMITE.COM – Authorization to pursue an agreement with Catalyst to develop and operate the Website (including ad sales) – A discussion was held, and Hentz explained that the contract (memorandum of understanding) presented to the board represented the amount of 74k. Hentz explained that on page 3 (misc) of the contract, the 74k would cover everything and if there was any additional costs, it would required in writing and approved by YMCTB. Biery indicated that we pay the initial 75k upfront and then additional \$1k per month for marketing. Hentz commented that the \$1k per month does not take effect until the site goes live. Hentz commented that on page 2, 3rd paragraph starting with “Agency”, they outlined their adjustments that they are bringing in and they estimate operating costs at 42k, and the outline marketing value is 120k. Hentz commented that he gave a five month window to build out, and the target date is approximately January, 25th to go “live” if not, then penalties go into effect and they would have to pay YMCTB or we would have to start paying McClatchy (sub-contractor). Hentz stated that additionally, YMCTB would receive 35% of revenue generated by gross ad sales. Hentz indicated that this will be great revenue and lead generation resource. Hentz commented that he would like to have a vacation planner request button on the site right away, but he had to check on the cost first. Jensen commented that even if we had to pay extra for it, it would be worth it. Brownell recommended having the contract reviewed by legal council. It was decided that authorization to pursue an agreement with Catalyst for \$74k, and \$1k a month to develop and operate the Yosemite.com website (including ad sales), would be approved; contingent upon legal review of contract. Jensen asked for a motion to approve the agreement with Catalyst to develop and operate the website including ad sales, contingent upon legal review of the contract. A motion was made by Farrington, and seconded by Shaw, motion passed. Farrington commented that he wanted to recognize and thank Biery and Hentz and others who worked hard on this project. Jensen commented that we should have a “roll out” for Yosemite.com to help assist property and business owners. Hentz indicated that the roll out would included at the next lodging summit.
6. FINANCE COMMITTEE REPORT & APPROVAL OF 2011-2012 OPERATING BUDGET- An updated budget was presented and Jensen suggested having last year's current year, budget to actual and the proposed budget would be helpful for reviewing at the Annual meeting. Jensen asked if there was any discussion or comments about the proposed budget. Brownell asked for clarification regarding the \$92,500.00 received

from the coop reimbursement and the most recent budget it shows \$75K, Brownell asked why the \$92k is not expected. Hentz explained that he thought he had a few additional coops in the previous fiscal year and the correct amount for this budget is \$75K Brownell asked for clarification of the balance forward "Marketing Development"; is this money that is currently in the bank that we have already earned? Hentz explained that the finance committee agreed to spend down the reserve amount that everyone was comfortable with last year and that we would break up the \$250k into our operating budget and spread out over a two year period, so last year was our first installment of \$125k and a majority of that went into market development most of which was allocated to Yosemite.com however, since that transaction took longer, that money stayed in market development in addition to not spending all the marketing money knowing that he wanted to place some of the money into a very heavy fall campaign and that is why we have the \$210k combined with last year's market development and from the first installment of the reserve with our left over marketing which is \$105k that went unspent which is the remainder from last year.

Brownell asked for clarification that the carry-over money \$210k (Referring to the "Balance Forward - Market Development; Yosemite. Com") has already been received, is in the bank as revenue, and additionally wanted clarification that the coop is new money that we will receive correct? Hentz indicated, yes it is. Brownell commented that the \$210k should not be under the income account as it has already been recorded as earned income, and asked to make note of it for the record. Brownell asked about account #6003-3-12 (marketing development projects) Hentz indicated that this account is a zero balance and stated that the reason was because the marketing committee was advised that the plan is to have a second installment of \$125K, however, they wanted to look at where they need to spend it. Hentz explained that the actual budget will be a \$1.9+ budget when the second installment of the 125k. Brownell asked for identification of what months the budget covered. (working budget July 1st thru June 30th). Hentz indicated that new line item additions included: Single Point, On-line media - yosemite.com - 6002-4. Hentz indicated that next year there will be a new income section which will hopefully be Yosemite.com. Hentz stated that the medical benefits line was down this year.

Brownell asked why the payroll was increased and the decrease payroll taxes? Hentz clarified that the accountant did not separate the two line items however, this has since been corrected, and in addition to the FICA, and the Workers Compensation will be a separate line item as well. Farrington indicated that trade shows appear to be relatively flat, and with travel going up does that cover Gloria's? Hentz explained that some of the money spent was given back to us thru coop by booth share, so we increased the travel trade by \$20k. There was no more discussion and Jensen indicated that the budget assumes the \$500k contingent on the full amount of funding from the County. Jensen asked for a motion to approve the Finance Committee Report & Approval of 2011-2012 Operating Budget. A motion was made by Farrington, and seconded by Davis, motion passed.

7. PROPOSED 2012 FISCAL YEAR B.O.D. MEETING CALENDAR - A short discussion was held regarding the 2012 fiscal year B.O.D. meeting calendar. Jensen asked for a motion to approve the proposed 2012 meeting dates. A motion was made by Shelton, and seconded by Brownell, the motion passed. The dates and locations the board approved were as follows:

- ✓ October 19, 2011 – (Board of Supervisors Chambers)
- ✓ January 18th, 2012 - TBD
- ✓ March, 21st, 2012 - TBD
- ✓ May, 16th, 2012 - TBD
- ✓ August, 15th, 2012 (Annual) -TBD

YMCTB STAFF RE-STRUCTURING PLAN – Jensen explained that Single Point has been hired to evaluate the organization and the jobs, evaluate what the organization should look like at this stage. Jensen indicated that this is about organization and jobs, and pay range, surveys, and the future of the Bureau and it's not about people, performance or any person and that is why this is a public agenda item. Hentz got back some handouts from Single Point. Hentz passed out the handouts from Single Point to the members of the board, which included an Organizational Chart, Salary Survey, and two new job descriptions for an Office Administrator, and a Marketing & Sales Development Manager. Jensen explained the proposed organizational chart and that the positions listed would be built into the organization sometime in the future. Hentz explained that the salary survey would be helpful in filling the new current positions indicated by the blue boxes on the organizational chart.

Hentz indicated that the data included salary ranges from other “Gold Country” areas, Fresno and San Francisco. The study was done in 2009'. Jensen said the survey helped to provide a salary range for exempt/non-exempt positions to use as a guideline to assist with the current and future positions. Jensen said the job two descriptions would provide a level of detail about the positions. Biery asked Hentz to go over the Market and Sales Development Manager position, as he believed that this was Gloria's current position. Hentz described that the job is more of an internal position from lead generation to supporting the group sales person which in turn, would allow the group sales person to more field work, and not the prospecting, and that it would also help to start the database process for group revenue. Biery asked if at some point, this person would also assist with Yosemite.com? Hentz stated that yes this person would have some contributions to yosemite.com. Hentz indicated in the future there would be additional positions such as membership services and taking over the visitor's center services.

Shelton commented he didn't really understand the two positions as he understood that Gloria would be responsible for a lot of what is described in the Market and Sales Development Manager position. Shelton inquired that if you took the prospecting out of Gloria's current position, then it appears that we may not be getting our value or our money for this position. Jensen commented that maybe we need more time to digest the information and wait for a finished product. Farrington, agreed with Shelton and commented that he felt Gloria's position as an industry model does most of the lead generation, and builds the relationships. Farrington commented he was confused by the Group Sales Manager and the Market & Sales Manager positions, and the salaries don't appear to be in line.

Hentz explained, that Gloria's position should be focused on the Association Corporate market and with her spread out with group markets, Hentz was not sure that they would get any results back as there as so many markets and this position is more of an “in-house” marketing development that would go after and support Gloria to close instead of spending more than 50% of her time chasing prospects and not having time to sell.

This new position is generating the prospects and leads for all the other markets that Gloria is not currently concentrating on. Groups like Affinity, SMURF, and Tour Operator markets, assisting with more traffic into Fish Camp, and Mariposa County for in-bound bus tours. Hentz also indicated that we have an expanded database that has gone from 5k to 70k in the last two years. Hentz indicated that this business is all about database management and we have to start to market for more leads and room revenue. Hentz stated that we have to have more email campaigns, and outbound mailers on a monthly bases which will cultivate leads. Hentz commented that we are missing out on a lot of potential groups such as the senior groups. The database must be worked internally. Farrington stated he is confused, because Gloria doesn't need to close business; she only needs to focus on leads to turn over to the properties. Farrington indicated that he sees lead generation being important however, he would be wary of growing this as from a BID and collection prospective I would hope that the overall focus would continue to be on getting people interested in Yosemite by picking up the phone in the beginning of the process. Hentz stated that that this position is by taking the traffic from the website and sends it out to our lodging partners.

Biery asked if there was a job description for Gloria's position, Hentz said yes, but it was not developed through Single Point, and would have to be re-defined. Hentz said that Sales Managers don't close business, but the data- base person would do this internally. Hentz gave an example of Gloria's position: Gloria comes back from attending a trade show and she will bring back a database of about 850 organizations and it is not her job to take that list and do all the marketing behind it, it would be the internal database persons position. Hentz further stated that it is Gloria's job to make sales contacts and develop relationships.

Davis commented that Gloria's position should take at least 18 month to develop relationships. Biery asked if Gloria's salary is partially incentive based, Hentz indicated that it was not at this time, but it would be developed in the future. Hentz indicated that Gloria will be focused on four markets. Brownell asked if 80% of the job is lead generation and if so, then is 80% of the list of tasks (sales job description) is lead generation. Hentz indicated that the Group Sales position is 80% sales and 80% lead generation is the Market and Sales Development Manager. Jensen commented, what we are missing are all the current job descriptions. Davis asked for clarification of what we are approving. Jensen asked does the organization chart show the right direction of the Tourism Bureau and if so, do the job descriptions correctly represent the positions that exist today in addition to the new positions and if so we could direct Hentz to fill those positions, and or should we refine the job descriptions or do we need more information?

Biery commented that he liked the building up of the Marketing Sales positions, but how we go about this is unclear with the little time that we have had to review these descriptions? Hentz indicated that this is based on where the hotel markets\DMO's are going and the data base is where our future is and if we don't add more to it and cultivate it, then we are dead in the water. Biery commented that the job description was very "lop-sided" and that a lot of it could be subcontracted. Jensen agreed that he didn't feel a lot of it could be filled given the size of the organization and there are pieces that could be subcontracted. Hentz commented that the day we get our sports complex our organization will triple in size and we will be selling everything that goes into that sports complex as well as the conference center. Jensen indicated that it would

also include the Visitor's Center, but we are not there yet. Hentz reiterated that this position would support the databases and support the outside sales person as well. Farrington commented the he sees the need for a position, but we need to dive more deeply into the details, it seems that the need is more of a marketing manager type position. Shaw commented that he didn't care for the job descriptions as he felt the Tourism Bureau was a small organization, and tends to move employees around to suit their strengths. Jensen commented the descriptions were a lot more than he was used to seeing. Biery indicated that most organizations grow slowly, but the Tourism Bureau runs.

Again, Hentz commented that it is based on the databases and we need more efficient positions, and if Gloria left we would have a person to pickup and perform the position as a safety net to continue the lead generation. Jensen commented that we may need more time to review. Farrington disagreed with the pay scales from Single Point, and a short discussion was held to review if the salaries were in line with the job descriptions. Jensen commented that the benefits would also be included as part of the package. Farrington moved to approve adding an additional Marketing Sales Development Management position to the current organizational chart, hopefully with hiring at the midrange salary. Hentz commented hiring on the lower salary end would be appropriate.

Jensen asked for a motion to approve the YMCTB staff restructuring plan. The motion was "to move to work to fill the positions as outlined in the organizational chart and to flush out the overall positions and fill out the positions within the Tourism Bureau with the lower to mid-range salary grades list". The motion was made by Farrington, and seconded by Shelton, motion passed. Brownell asked if the salary range was included in the budget and what salary were you thinking of? Hentz commented yes, and it would be the lower end salary with no incentives or bonuses.

INFORMATION AND PRESENTATION MATTERS

8. **MARKETING UPDATES & DISCUSSION** – Jeff Hentz presented information and lead a discussion on current marketing updates which included: Hentz explained that the Powwow event was a huge success with lots of appointments and introduced the Tourism Bureau's new trade show booth. Other marketing included a recent FAM tour, winter and spring campaigns, and other various marketing strategies for the Tourism Bureau, most of which were previously discussed in the marketing committee agenda item #4. Hentz also commented that the TOT will finish at 10.8 million.

COMMENTS FROM BOARD AND STAFF - There were no comments from the board or staff

ADJOURNMENT - The Annual Meeting was adjourned at approximately 4:20 pm

CLOSED SESSION - The Closed Session was adjourned at approximately 5:00 pm with no action taken