

AGENDA

Board of Directors Meeting
Wednesday, January 25, 2016 | 2:00 PM – 5:00 PM
InterContinental The Clement Monterey | 750 Cannery Row, Monterey, CA 93940

CALL TO ORDER

PUBLIC COMMENT

(This portion of the meeting is reserved for members of the public to address the Board of Directors on any matter not on this agenda but under the jurisdiction of the MCCVB Board of Directors. Board members may respond briefly to statements made or questions posed. They may ask a question for clarification; make a referral to staff for factual information, or request staff to report back to the Committee at a future meeting but no deliberation may occur.)

SECOND QUARTER REVIEW

Recommended Action: Receive presentation on MCCVB quarterly update.

MEMBER AND STAFF ANNOUNCEMENTS

CONSENT AGENDA

- A. **Minutes for the October 26, 2016 Board of Directors Meeting**
Recommended Action: Approve Minutes.
- B. **Committee Meeting Minutes**
Recommended Action: Receive Minutes.
- C. **MCCVB Reports**
Recommended Action: Receive Reports.
- D. **Sales Committee Roster:**
Recommended Action: Approve sales committee members as presented.
- E. **Crisis Communications Plan**
Recommended Action: Receive the MCCVB crisis communications plan.
- F. **2016-2017 Board of Directors & Advisors**
Recommended Action: Approve County of Monterey appointed Director and appointed MCC Advisor.
- G. **2016-2017 Board Schedule**
Recommended Action: Approve revised meeting schedule.

REGULAR AGENDA

- A. **Presentation**
Recommended Action: Thank Dave Potter for his leadership and service to MCCVB and the tourism community

OLD BUSINESS

- A. **Board Resolutions**
Recommended Action: Review and approve resolutions regarding future transactions between MCCVB and voting board members.

MCCVB MISSION: Drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests and members.

AGENDA

NEW BUSINESS

- A. December 2016 Financials
Recommended Action: Approve financial statements as presented.
- B. 2016-17 Budget Forecast
Recommended Action: Approve revised budget as presented.
- C. MRY Airport MOU
Recommended Action: Approve MOU as presented.
- D. Quarterly Strategic Conversation
Recommended Action: Discuss strategic issues related to MCCVB and business plan.

GOOD OF THE ORDER

Recommended Action: Discussion from members of the Board for the Good of the Order and possible recommendations for future Board of Directors items.

ADJOURN

NEXT MEETING:
February 22, 2016
3:00 PM – 5:00 PM
Quail Lodge

MCCVB MISSION: Drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests and members.

Quarterly Forum and Board of Directors Meeting
Wednesday, October 26, 2016 | 2:00 PM - 5:00 PM
Embassy Suites Hotel 1441 Canyon Del Rey Blvd, Seaside, CA 93955

DIRECTORS PRESENT

Bob Buescher
Ed Smith
Janine Chicourrat
Mairead Hennessy
Mimi Hahn
Mike Oprish
René Boskoff
Rick Aldinger
Steve McNally
Tony Tollner

ADVISORS PRESENT

Amrish Patel
Bobby Richards
Hans Uslar
Kimbly Craig
Marilyn Lidyoff
Sean Panchal
Todd Kruper
Mike La Pier
Susan Breen
Dave Spaur

ALL ABSENT

Carol Chorbajian
Dave Potter
Diane Mandeville
Julie Weaver
Kim Stemler
Norm Groot
Ralph Rubio
Thomas Becker

STAFF PRESENT

Alliah Seta
Jennifer Johnson
Paul Martin
Rob O'Keefe
Tammy Blount
Kelly Gonzalez
Mark McMinn

Guests

Andy Myrick, City of Salinas
Rafael Payan, MPRPD
Jarrod Penner, BKP,CPA
**Steve Paganelli, CDME, Americas at Trip
Advisors**

CALL TO ORDER: Bob Buescher called the meeting to order at 2:04 PM.

PUBLIC COMMENT: None

FIRST QUARTER REVIEW: Tammy Blount opened the meeting with a video showing the highlights of the first quarter of fiscal year 2016-17. Rob O'Keefe reviewed data from the research & analysis and marketing intelligence reports and what to look forward to with group sales and the MCC remodel. Steven Paganelli, with TripAdvisor, discussed strategies and technology trends used by TripAdvisor.

Quarterly Forum adjourned at 3:06pm.
Board of Directors reconvened at 3:18pm.

MEMBER AND STAFF ANNOUNCEMENTS:

Tammy reminded the board of the tree dedication ceremony for Congressman Sam Farr on Wednesday, November 2 in recognition of his contribution to the Monterey County tourism industry. Tammy also announced that the MCCVB is helping MIIS host a hospitality roundtable on Nov.4th to develop a long term economic development plan for the City of Monterey and is looking for volunteers to participate. In addition, she mentioned that the CCTC is hosting a workshop and mixer in Monterey on November 3rd. The board is invited to attend the mixer at Tarp's at 4:30pm. Lastly Tammy alerted the board that the Carmel-by-the-Sea agenda item to vote on allocations to marketing entities has been moved from the November 1 City Council meeting to the December 6th City Council meeting.

CONSENT AGENDA

Motion to Approve Consent Agenda
M/S/C: René Boskoff/Rick Aldinger/ Unanimous

REGULAR AGENDA - OLD BUSINESS

A. Salinas Opportunity

Tammy reviewed the proposals drafted with the City of Salinas and Salinas 411. She reminded the Board that the purpose of this new venture with the City of Salinas is to unify the marketing entities and expand the brand in areas that are further out. Rick Aldinger added that the people he has spoken with from Salinas are happy with the proposed agreement with the MCCVB. Discussion ensued. **Motion to ask staff to move forward in finalizing the agreements.**

M/S/C: Rick Aldinger/Steve McNally/ Unanimous

NEW BUSINESS

A. Monterey Peninsula Regional Park District (MPRPD) Presentation

Rafael Payan, General Manager with the MPRPD gave a presentation on the future of Rancho Canada and Palo Corona park areas. The vision is to bring native vegetation back to the Rancho Canada land and merge a portion of the land with the Palo Corona Park. Additionally the plan is to open up Palo Corona Park for public use without requiring a permit which is currently the requirement. MPRPD has identified four significant park area that they refer to as the Four Garlands: 1. Garland Ranch, 2. Palo Corona Park, 3. Jack Peak, and 4. Fort Ord. MPRPD requests that if anyone has thoughts on land or building use to please let them know. Staff will circulate contact information after the Board meeting.

B. 2015-16 Audited Financial Statements

Paul Martin introduced Jarrod Penner with BKP. Jarrod presented the 2015-16 Audited Financial Statements with an unmodified opinion. He was pleased to report that the audit did not reveal any issues and that the internal controls are good.

Motion to approve the 2015-16 Audited financial statements as presented, M/S/C: Rick Aldinger/Tony Tollner/Unanimous

C. September 2016 Financials

Paul Martin presented the 2016 September financial statements.

Motion to approve the September financial statements as presented, M/S/C: Janine Chicourrat/Rick Aldinger/Unanimous

D. Website advertising

Rob O'Keefe presented the current advertising model on SeeMonterey.com. Mimi Hahn reviewed the Marketing committee's discussion and recommendation to the board. Discussion ensued. **Motion to eliminate all advertising from the MCCVB website was made by Mimi Hahn/Janine Chicourrat/Unanimous**

At this time in the meeting some members had to depart the meeting and a quorum was lost. All additional items were shared for information and will be continued to the January Board meeting.

E. Bylaw Review

Tammy discussed the proposed revisions to the bylaws that were the result of a review from MCCVB lawyers. She also reviewed that the proposed revisions to the bylaws will be sent to the MCCVB members in December for a vote. The Board will then be asked to ratify the updated bylaws at the January 2017 board meeting.

F. Board Resolutions

Tammy explained the resolutions are a result of the review up the bylaws.

G. Quarterly Strategic Conversation

Recommended Action: Discuss strategic issues related to MCCVB and business plan. **The list of subjects will be circulated to the Board so that if there are items members wish to expand or suggest they can do so in good time prior to the January board meeting.**

GOOD OF THE ORDER

Kimbley Craig thanked the board for their vote to continue to move forward with the Salinas opportunity.

ADJOURN: Bob Buescher adjourned the meeting at 5:16pm.

NEXT MEETING:

January 25, 2016 | 2:00 PM – 5:00 PM
Quarterly Strategic Review
Intercontinental the Clement

Minutes

Sales Committee Meeting
Wednesday, November 16, 2016 | 3:30PM- 5:00PM
MCCVB Conference Room

Committee Members Present

Heidi Bettencourt Terri D'Ayon Joyce
Andrea Ferrara Tim Kessler
David Lambert Safarina Maluki
Timothy McGill Steve McNally
Doug Phillips Julie Weaver
Todd Wessing
Nancy Williams

Staff Present

Mark McMinn
Marissa Reader
Robert Row
Rob O'Keefe

Absent

Lydia Bates
Blanca Erben
Cathy Faber
Rodney Morrow
Chase Ramirez

Public

Janine Chicourrat
Carol Chorbajian
Kate McDonald Brown
Chris Whitman

CALL TO ORDER: Steve McNally called the meeting to order at 3:30pm.

PUBLIC COMMENT: Doug Phillips shared news of a potential delay in the Monterey Conference Center renovation, with completion date of March 24, 2017 still official. Advised that they have reached out to notify incoming groups during that timeframe and have created a contingency plan.

Terri D'Ayon Joyce, Safarina Maluki and Timothy McGill arrived at 3:32pm.

MEMBER AND STAFF ANNOUNCEMENTS: Mark McMinn, VP of Sales gave a brief introduction to the group, his history and immediate priorities. Has spent the first 30 days getting to know members of the community and will now shift to focus on digging deeper into the business. Mark also welcomed Chris Whitman the new Director of Sales at Quail Lodge to the committee (to be ratified by the Board at its January meeting).

CONSENT AGENDA

Motion to approve consent agenda, M/C/S, Julie Weaver, Terri D'Ayon Joyce, Unanimous

REGULAR AGENDA

NEW BUSINESS

A. Market Overview

Liz Kara gave a brief update from her market in Chicago. Noted that she is working mostly with third parties, association and incentive planners. Trends she is seeing in the industry include safety/ security and a shorter response time for RFP's. The biggest objection she hears regarding bringing groups to our area is rate as she is educating people on the destination and how to get here.

Rob O'Keefe and Robert Row gave an update on the research survey they are conducting. Noted less than half of the responses have been received leading the data to be inconclusive at this time. Asked for more participation from GM's and DOS so they can dig in deeper and set goals. Rob reviewed a brief presentation of the results so far. Discussion ensued.

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Minutes

B. Reporting & Data Task Force

Marissa Reader provided a recap from the last Sales Task Force Meeting and changes made to the reports as requested. RNI report has been cancelled and still waiting for a few booking verification reports to be returned. The Lost Business and Tradeshow ROI Report were added to the regular agenda, other reports included in consent agenda as requested. Mark to provide summary report of key points at next Sales Committee meeting.

GOOD OF THE ORDER

Safafina Maluki announced Hotel Abrego will be renovating their pool and spa area, expected completion by the end of January. Terri D'Ayon Joyce announced the Portola Hotel lobby renovation has started this week and is expected to last 8 weeks. Timothy McGill mentioned they are still in the planning stages of a future renovations at Asilomar Conference Grounds and are waiting for government approval. Andrea Ferrara mentioned their model room is complete at Embassy Suites and the lobby renovation will begin in January.

ADJOURN: The meeting adjourned at 4:24pm.

Next Meeting

Wednesday, January 18, 2017 | 3:30-5:00PM | MCCVB Conference Room

MCCVB MISSION: Drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests and members.

MINUTES

Marketing Committee Meeting
Wednesday October 5, 2016 | 1:00 PM – 3:00 PM
MCCVB Conference Room | 787 Munras Avenue, Suite 110, Monterey, CA

Present:

Mimi Hahn
Barry Toepke
Bethany Bachman
Christine Sandin
Joan Ioannou
Kim Stemler
Katie Denbo
Will McCubbins

Absent:

Diane Mandeville
Heidi Bettencourt
Jackie Olson

Staff:

Tammy Blount
Rob O'Keefe
April Locke
Alliah Sheta
Jessica Keener
Seanie Aceves

Mimi Hahn called the meeting to order at 1:01 p.m.

PUBLIC COMMENT: None

MEMBER AND STAFF ANNOUNCEMENTS:

- Mimi Hahn welcomed everyone to the second meeting of the fiscal year and allowed for introductions around the table.
- Kim Stemler spoke about the Federal grant of \$300,000 that was awarded to the MCVGA to help promote our region by showcasing California chardonnay and strawberries.
- Christine Sandin mentioned that it is the 20th anniversary of the City of Carmel and there will be a parade on the 29th of October. Christine also mentioned it is the 50th anniversary for the Twyla Tharp Dance Company, and that they will be performing at the Sunset Center on the 14th of October.
- Tammy announced an offer has been made for the VP of Sales position and will be making it public soon.
- Rob O'Keefe announced the marketing meeting with Carmel tomorrow, October 6th 2016.

CONSENT AGENDA:

Minutes of August 9th, 2016 Marketing Committee Meeting – Motion to approve Minutes, M/S/C Joan Ioannou and Christine Sandin, unanimous

REGULAR AGENDA

NEW BUSINESS

A. ROI Grid

Rob O'Keefe reviewed the ROI grid Tammy Blount mentioned that the grid it is a way to offer more clarity on results of the MCCVB initiatives and to create discussion. Mimi Hahn commented that it is helpful to have the expected metrics for the event or campaign to give an idea of what is to come. Discussion ensued.

B. MCC Updates

Mimi Hahn introduced the new GM of the Monterey Conference Center, Doug Phillips. Doug spoke briefly about the renovation timeline and that construction is on schedule.

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MINUTES

He also mentioned that the target opening date is March 24th, 2017. Rob O'Keefe reviewed what has been done in marketing and rebranding the MCC and how looking forward the MCCVB will be focusing on social content to amplify the news of the renovation. Alliah Sheta mentioned there will be a Media FAM promoting the MCC and the other renovated places and spaces in Monterey County in March of 2017.

C. Construction/Renovation Calendar

Rob O'Keefe reviewed the new construction/renovation calendar draft that captures all the properties who are investing in renovating or constructing their businesses in the county. The calendar will be launched at the 1st Quarterly Forum on October 26th, 2016. Tammy Blount explained that there was a press release/interview earlier in the day about all the renovations and that the destination is seeing over \$100 million in projects right now.

D. Advertising on SeeMonterey.com

Staff presented the history of website advertising on seemonterey.com and concerns from Carmel-by-the-Sea regarding run-of-site advertising. Discussion ensued.

Motion to recommend to the Board of Directors that run of site ads stay on SeeMonterey.com and direct staff to explore options for fixed banners on jurisdiction pages, M/S/C Kim Stemler/ Joan Ioannou, / motion carries with Christine Sandin abstaining,

E. Ad Agency Relationship

Rob O'Keefe reviewed the relationship with MCCVB's current ad agency, Cramer-Krasselt. He explained that the MCCVB has moved the focus from traditional print and digital ads to more of social content that is backed up by paid media. Discussion ensued. Mimi Hahn spoke about the need to create a taskforce to review the MCCVB agency RFP and to assist the staff in making a new agency recommendation. Volunteers for the task force include Mimi Hahn, Barry Toepke, Bethany Bachman, Christine Sandin, Joan Ioannou.

F. MCCVB Research Overview

Mimi Hahn reminded everyone that Robert Row was introduced at the first committee meeting and is the new Market Intelligence Specialist. Rob O'Keefe reviewed the main studies we do are the Visitor Profile Study and the Brand Communication Effectiveness Study. He also mentioned that MCCVB is working with CSUMB on a research initiative focused on getting feedback from local residents and how they believe tourism is effecting the county.

G. Crisis Communications Plan

Alliah Sheta reviewed the highlights of the current plan and that it will be updated and brought forward for committee review in January 2017. Tammy asked that committee send any samples of crisis plans to Alliah to review as the updated plan is constructed.

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MINUTES

H. MCCVB Upcoming Initiatives

Alliah reviewed the 50th anniversary of Summer of Love promotion in Summer 2017. Rob O'Keefe reviewed the Winter Campaign and upcoming activations. He also reviewed the plan to work with CSUMB, on a Sustainable Hospitality Symposium to take place in 2017.

GOOD OF THE ORDER: None

Mimi Hahn adjourned the meeting at 3:07 p.m.

Next committee meeting:
Thursday, January 12th 2016 | 10:30 AM – 12:00 PM
MCCVB Conference Room

MCCVB MISSION: Drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests and members.

Meeting Notes

Sales Committee Meeting
Wednesday, September 21, 2016 | 3:30PM- 5:00PM
MCCVB Conference Room

Committee Members Present

Bob Buescher
Blanca Erben
Tim Kessler
Steve McNally

Terri D'Ayon Joyce
Andrea Ferrara
Timothy McGill
Nancy Williams

Staff Present

Tammy Blount
Kayce Boettcher
Rob O'Keefe
Marissa Reader
Robert Row

Absent

Craig Barkdull
Lydia Bates
Heidi Bettencourt
Cathy Faber
David Lambert
Safarina Maluki
Rodney Morrow
Chase Ramirez
Julie Weaver
Todd Wessing

Public

Janine Chicourrat
John Narigi
Doug Phillips

CALL TO ORDER: Steve McNally called the meeting to order at 3:31pm

Andrea Ferrara and Janine Chicourrat arrived at 3:35pm.

PUBLIC COMMENT: None

MEMBER AND STAFF ANNOUNCEMENTS: Tammy Blount announced Jeniffer Kocher, Strategic Client Services Expert filling the vacancy created by Elizabeth Pemberton's departure, and that VP interviews are progressing and we hope to have an announcement by the end of the month.

CONSENT AGENDA

Quorum not met.

REGULAR AGENDA

NEW BUSINESS

A. Market Overview

Regional Sales Executive, Kayce Boettcher presented a market update from the Southwest. Her territory is heavily influenced and booked through third party planners who are sourcing mainly corporate and incentive business. Noted most popular means of lead distribution is Cvent. Rob O'Keefe, VP of Marketing and Robert Row, Market Intelligence Specialist presented market results from the 2014 Destination Analysts 2014 study of meeting planners. Announced creation of a survey that will be sent to stakeholders and partners regarding market issues and challenges that will be analyzed to better direct the CVB's research initiatives. Discussion ensued.

B. Reporting & Data Task Force

Tammy Blount discussed the outcomes and action items from the Task Force meeting and presented the revised Booking Analysis Report. Detailed Lost Business reports also presented to the group for review. Discussion ensued. Recommendation was made to discontinue subscription to the RNI report.

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Meeting Notes

C. Monterey Conference Center

Nancy Williams presented updates on MCC construction and timeline. Doug Phillips, GM of the MCC introduced himself to the committee and mentioned there will soon be an MCC sales and marketing plan with goals that will be available to share with the group. Clarification was asked of who was responsible for selling the MCC. Doug clarified this is a collaborative effort but to be finalized in the City's plan. Discussion ensued.

OLD BUSINESS

A. Future Sales Event & Sponsorship Plans

Tammy Blount asked for the group to review the 2017 trade show, client event and sponsorship plans. The 2016 Northstar Leadership Forum opportunity was revisited and the group decided to not go forward with the sponsorship.

GOOD OF THE ORDER

Bob Buescher discussed the need to clarify who is responsible for selling the MCC and all agreed this is necessary and urgent.

ADJOURN: The meeting adjourned at 5:05pm.

Next Meeting

Wednesday, November 16, 2016 | 3:30-5:00PM | MCCVB Conference Room

MCCVB MISSION: Drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests and members.

Marketing Committee

Thursday, January 12th, 2017

Discussed New PR Metrics

Reviewed the current metrics used for earned media, discussing the pros and cons.

Recommendation was to explain to the Board of Directors the need to count all media coverage towards overarching goals but also phasing out ad equivalency as a goal.

Discussed Options for evolving the 2018 Visitors Guide

The 2017 Official Visitors Guide distribution started the 3rd week of January.

Discussed a number of suggested changes that are being considered for the 2018 Official Visitors Guide: reduce distribution outside of the county, reduce page count by including only maps, listings and jurisdiction editorial

Reviewed the Spring Campaign/Activations

Reviewed the general plans for spring promotions, such as a Brand USA City Page, content and the Chicago Pop Up coming up in April.

Reviewed the new Crisis Communications Plan and major changes made

Reviewed project updates from MCCVB

Next Meeting – April 6th 10:30 AM– 12:00PM MCCVB Conference Room

Executive Committee

Wednesday, December 7, 2016

- Discussed Carmel-by-the-Sea vote of December 6, 2016 to remain members of MCCVB
- Finalized CEO 2016-17 Performance Plan

Next Meeting – February 8, 2017 – MCCVB Conference Room

Sales Committee

Wednesday, November 16, 2016

Reviewed new business on regular agenda

Discussed Market Overview

- Liz Kara presented a market overview of her territory (Midwest) that includes a significant amount of third parties, associations and incentive planners
- Rob O'Keefe provided an update on the research survey regarding current market issues and challenges and asked for more responses from GM and DOS members.

Discussed Reporting & Data Task Force

- Reviewed outcome of Data Task Force Committee meeting regarding requests for report modifications and updates to CVB reports

Next meeting March 15, 2017 – MCCVB Conference Room

Community Relations Committee

Tuesday, October 25, 2016

Reviewed the 2016-17 MCCVB Election Guide

- Discussed plans to set up meetings with new officials after election

Reviewed the 2016-17 Community Relations Calendar

- Reviewed expectations of committee members to assist in liaising with jurisdiction and community partners

Received updates from jurisdiction representatives

Next Meeting – February 9, 2016 – MCCVB Conference Room

MONTEREY

Grab life by the moments:

Group Sales & Services Report

Second Quarter 2016-2017

Group Room Nights

22,384
2nd Qtr

33,792
YTD

38% of Annual Goal

In the 2nd quarter Mark McMinn joined the team as VP of Sales. He has visited many hotels, attractions, members, and participated in community events. Additionally, Mark has "hit the road" on behalf of the MCCVB attending tradeshows, client events, and participating on sales calls.

The team produced 19,000 new room night leads from attending industry events; IMEX, Seasonal Spectacular, Holiday Showcase, FICP and AMEX interaction, to name a few.



Hotel Lead Response Rate:

66%
YTD

Pace Report Growth

-7% for YTD



Group RevPAR

*RevPAR is Revenue Per Available Room Night

	2nd Qtr	YTD
★ MONTEREY	3.1	4.4
Lake Tahoe	6.9	12.3
Santa Barbra	9.1	6.8
San Jose	3.6	3.7
Napa Valley	6.6	6.1

	2nd Qtr	YTD
Palm Springs	29.6	22.4
San Diego	6.4	5.9
San Francisco	-1.2	-1.9
Newport Beach	6.4	4.0
Sonoma County	7.7	8.2

DEMAND New Business BOOKING

73,657 Lead Room Nights 2nd Qtr

Total Business Conversion Rate
48%

12,958 Room Nights 2nd Qtr

124,348 Lead Room Nights YTD

19,895 Room Nights YTD

MONTEREY

Grab life by the moments:

Marketing Communications

Second Quarter 2016-2017

Website visitation increased by more than 11% and social engagements are up 24% from the same time last year. The team garnered 1,102 story placements and over \$12m in targeted earned media YTD.

4.1

Communication Effectiveness

Mid Year 2016-2017 Score

SOCIAL ENGAGEMENT YTD



17,675
Followers

+24% YOY



99,861
Fans

+23% YOY



12,819
Followers

+146% YOY



307,149
Engagements

+24% YOY

The MCCVB earned 159,564 social engagements in the 2nd Quarter and reached 57% of the annual goal YTD

WEBSITE PERFORMANCE

901,939 unique visitors
+11% YOY
53% of Goal



- 51,447 contacts in database
- 141,450 referrals to partners YTD
- 2,118,532 page views YTD
- 617 room nights booked on web

ADVERTISING EQUIVALENCY

The MCCVB worked to secure Monterey County in articles in the following targeted publication categories:

- 209 Group/Industry
- 186 California
- 167 International
- 30 Monterey County
- 87 National Lifestyle
- 423 Top states driving domestic visitation

1102 TOTAL PLACEMENTS

\$17,134,671
overall earned media



27% of Annual Goal

\$12,080,631
in targeted earned media YTD

3,493,331,998 in PR impressions

MONTEREY

Grab life by the moments:

Visitor Services Report

Second Quarter 2016-2017

The Visitor Services team's primary focus is to extend visitor stays. We exceeded our goal year to date, influencing 64% of the visitors at the Monterey Visitors Center to stay longer resulting in \$17,821,827 in economic impact in Monterey County.

Our strategy includes outreach and participation at events and conferences with Satellite Visitor Services.

ROOM NIGHTS INFLUENCED



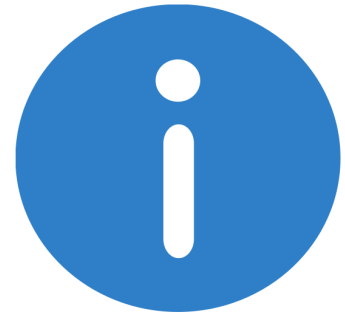
16,932 2nd Quarter

53,519 YTD

VISITOR INQUIRIES

21,128 Visitor Engagements 2nd quarter

58,520 Visitor Engagements YTD



VISITOR DEMOGRAPHICS_{YTD}

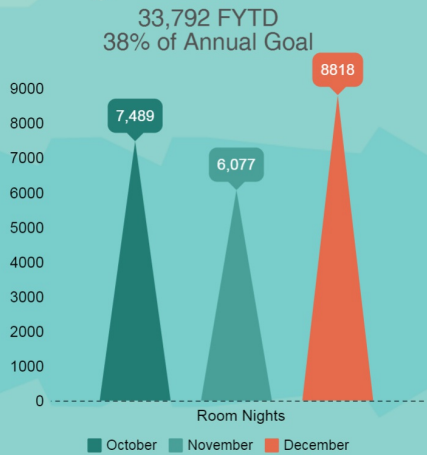


USA (37%) Germany (11%) Canada (7%)
Australia (6%) United Kingdom (6%) Other (33%)

Monterey County Convention & Visitors Bureau Mid-Year

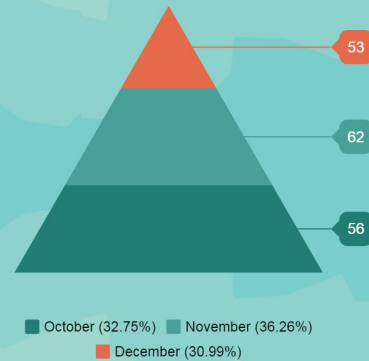
GROUP SALES

Group Room Nights Booked



Group Leads

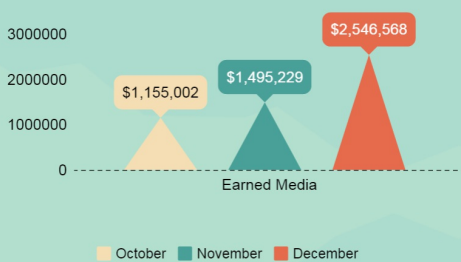
380 Leads FYTD



MARKETING & COMMUNICATIONS

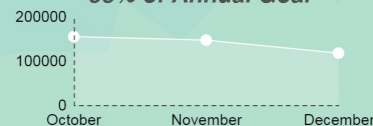
Targeted Earned Media

\$12,080,631 FYTD
27% of Goal



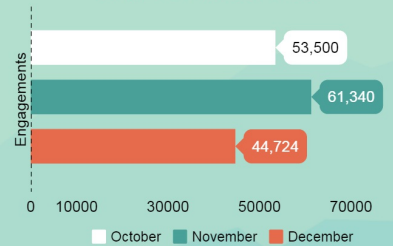
Website Visits

901,939 FYTD
53% of Annual Goal



Social Engagements

307,149 FYTD
57% of Annual Goal



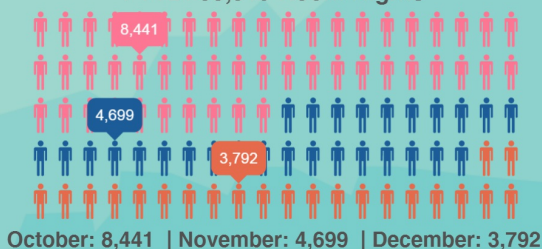
FYTD
Journalists Assisted: 169
Total Earned Media: \$17,134,671
PR Impressions: 3,493,331,998



FYTD
Room Nights Booked thru Web: 617
Revenue of Booked Room Nights: \$120,671

Influenced Room Nights

FYTD: 53,519 Room Nights



VISITOR SERVICES

Visitors Influenced to Stay Longer
FYTD: 64%



Influenced Room Nights: 53,519
Economic Impact of Influenced Room Nights: \$17,821,827



Top Countries of Origin:
Germany | Canada | Australia | UK | France

Timeline of activity

Monterey County Convention & Visitors Bureau Mid-Year

OCTOBER

Luxury Meetings Summit
Boston, MA



Luxury Meeting Summit
Stamford, CT



Luxury Meeting Summit
New York, NY



Luxury Meeting Summit
New York, NY Suburbs



Big Sur Familiarization Tour



28

Visit California Canada Sales Mission
Montreal & Vancouver, Canada



24-28

18-20

IMEX
Las Vegas, NV



NOVEMBER

2016 CCTC Annual Workshop
Hotel Abrego



Smart Meetings Southwest
Dallas, TX



FICP Annual Conference,
Nashville, TN



Phoenix Pop-Up ArtWalk
Scottsdale, AZ



30

Phoenix Pop-Up Media Dinner
Scottsdale, AZ



29

Luxury Meetings Summit &
Client Event
Atlanta, GA



Winter Campaign Launch
"Bucket List Worthy Moments"



DECEMBER

CalSAE Seasonal Spectacular
Sacramento, CA



AMEXInteraction
New Orleans, LA

12-14



Association Forum Holiday Showcase
Chicago, IL





Sales Committee

The Sales Committee, chaired by a member of the Board and comprised of a representative from each of the lodging properties participating in the Room Night Index as well as any other key representatives deemed appropriate by the chair of the Board to accomplish the committee's mission. The committee will serve through June 30, 2017.

The committee's mission will be to actively participate in the development, planning and evaluation of MCCVB Group Sales programs.

MEMBERS

Chair: Steve McNally, Hyatt Regency Monterey

Members: Chris Whitman, Quail Lodge
Terri D'Ayon Joyce, Portola Hotel & Spa
Cathy Faber, InterContinental The Clement Monterey
Chase Ramirez, Hilton Garden Inn
Andrea Ferrara, Embassy Suites Monterey Seaside
David Lambert, Hyatt Regency Monterey
Lydia Bates, Inns of Monterey
Blanca Erben, Monterey Marriott
Tim Kessler, Monterey Plaza Hotel & Spa
Heidi Bettencourt, Monterey Tides
Rodney Morrow, Carmel Valley Ranch
Todd Wessing, Hotel Pacific
Julie Weaver, Pebble Beach Resorts
Timothy McGill, Asilomar Conference Grounds
Safarina Maluki, Hotel Abrego

Advisor: Nancy Williams, Monterey Conference Center

Staff: Mark McMinn Vice President, Sales
Marissa Reader, Strategic Client Services Manager

**MONTEREY COUNTY CONVENTION & VISITORS BUREAU
CRISIS COMMUNICATIONS PLAN**

INTRODUCTION

The safety and well-being of our visitors and community is of utmost importance to the Monterey County Convention & Visitors Bureau (MCCVB). The goal of this Crisis Communication Plan is consistent with the Mission of the MCCVB (*“to drive business growth to the benefit of the community”*) and is intended to ensure the safety and well-being of all visitors, as well as our members, by providing accurate information and visible leadership in a timely fashion should crisis arise. In addition, this plan establishes communication protocols to ensure Monterey County visitors, hospitality and community partners are familiar with emergency procedures.

No organization is immune to disaster or crisis and preparing for an occurrence is the best way to help offset lasting, negative impacts. It is the goal of the MCCVB to respond to emergencies and crises with professionalism, integrity and confidence.

In any crisis situation, the MCCVB’s primary focus will be on proactively managing communication channels that directly impact current visitors, potential visitors, family and friends of visitors, MCCVB members, group and meeting clients and the media. MCCVB will work with public services, law enforcement and local governments to develop and manage such communication.

A. CRISIS SCENARIOS

1. A crisis is any unfavorable situation with the potential to negatively impact visitation to Monterey County on a wide-scale basis, and/or the potential to generate negative publicity for the county and potentially impact local tourism, hospitality, conference/convention or film industries in a negative manner. Two primary types of crisis include:
 - a. Natural Crisis
An emergency caused by the environment including floods, windstorms, earthquakes, contagious diseases, fires, tsunamis, natural crop/food poisoning, etc.
 - b. Human-Created Crisis
A situation brought about by human action including a bombing or bomb threat, riot, strike, murder, plane crash, hazardous waste or oil spill, prolonged power outage, controversial ballot measure, etc.
2. In the event of either type of crisis, the MCCVB Crisis Management Team (CMT) will meet to assess the situation and develop a specific plan for responding to the crisis.

B. CRISIS MANAGEMENT TEAM (CMT)

In the immediate wake of a crisis, the MCCVB’s President & CEO, and the MCCVB Board Chair should be contacted first and apprised of the situation. A determination will then be made by the CEO to assemble the CMT at the MCCVB office or an appropriate location immediately. The CEO will also act as the liaison to local jurisdiction officials.

The CMT shall include the Senior Management Team and be responsible for the release and flow of all relevant information to industry media; MCCVB employees, members and clients; state and national tourism offices and international tourism/PR agencies around incidents affecting visitors to the destination and the potential impacts to Monterey County’s tourism economy.

The CMT will meet at regular intervals to provide updates on the situation, and assess risks and management issues. The CMT can also include MCCVB employees, board members, hospitality community representatives, and government officials. Please note that these individuals are liaisons to particular groups or officials; they are not spokespeople for the MCCVB unless noted.

Core team members:

Title	CMT Role
President & CEO	Approves all messages; acts as spokesperson unless otherwise designated; liaises with Executive Committee and local government officials
VP of Marketing & CMO	Works with CEO and Director of Communications to frame messaging; helps to assess damage and potential impact to community; directs strategy for marketing and web teams on distribution of information
VP of Sales	Shares information on crisis with group/meeting contacts in the destination; contacts and shares messaging with incoming group/meeting organizers
VP of Operations	Shares information on crisis with visitor services team; shares information with MCCVB staff; shares messaging with MCCVB members; ensures business continuity; leads the placement of displaced visitors if warranted
Controller	Works with VP of Operations to ensure business continuity; identifies cash flow for the MCCVB and ensures credit limits are sufficient
Director of Communications	Prepares all messages with communications team; helps assess media response and PR ramifications; shares information as needed with local jurisdiction partners, community stakeholders; serves as media contact; drafts daily communications update
Director of Marketing	Audits current paid ads and content in marketplace that are being distributed; halts advertising if needed; directs marketing and web teams on distribution of information; guides content marketing strategy and messaging through social media. Develops appropriate recovery campaigns as needed.

CMT Communications Network

If the crisis affects visitors to Monterey County or the health of the tourism economy, the MCCVB will support the lead agency, creating media statements and communicating proactively with industry media and group/meeting clients. In these cases, the MCCVB's partners will be apprised of the MCCVB's position and know whom at the MCCVB media/client calls should be directed. In some crisis events, another entity will take the lead in making decisions and communicating information. In those instances, the MCCVB will effectively work with the lead agency to potentially craft and ultimately disseminate information to clients, visitors, and the hospitality community. The MCCVB will also refer media and the public to the designated spokesperson.

Once a designation has been made and an action plan/message points have been developed, copies of the plan with appropriate contact information and spokespersons will be distributed to the following entities:

- MCCVB Staff
- MCCVB Board of Directors & Executive Committee
- Industry partners when appropriate

C. ACTION PLAN

1. **Call together core CMT:** Contact the immediate core members of CMT and call a meeting at a designated location. Unless otherwise noted in the meeting invitation, the designated location is the MCCVB office at 787 Munras Ave., Suite 110, Monterey, CA. In the event that the MCCVB office is not able to be accessed, the Monterey County Courthouse (240 Church St, Salinas, CA 93901) will serve as the second gathering place.

The CMT will then decide if the MCCVB will issue communications to members, community partners, visitors, and clients. The President & CEO will contact the affected local government agencies and establish communication channels.

2. **Identify the Spokesperson(s):** Depending upon the nature of the crisis, one to two spokespersons should be identified as the ONLY individuals designated to speak with the public and media. If the crisis is not directly related to tourism, deflect spokesperson assignments to the proper authorities. In most cases, the MCCVB will support the local government agency in messaging where needed.

The MCCVB President & CEO is to act as the spokesperson for all events unless the crisis involves the integrity of the President & CEO or if they are unavailable. In such cases, the MCCVB Board Chair will be the lead spokesperson.

Until the messaging and communications plan is written, be prepared to field questions around the event. There are basically three things you can say to the media:

- I know and I can tell you . . .
- I know, but I can't tell you and here's why . . .
- I don't know, but I'll find out

3. **Identify & Isolate/Fact Finding:** The President & CEO will divide the team and set out to determine the magnitude of the situation. Create a call-in center for reports. This might include physically scouting parts of the County and reporting on the status of hotels, attractions, public roadways and displaced tourists. A disaster at sea might call for beach scouts to determine beach closures and physical reports from the Coast Guard. Criminal crises will require immediate reports by the Police Department. The CMT will determine the severity of the situation as well as "what if" scenarios should the crisis compound. Isolate the crisis to the area involved and identify unaffected tourism areas, research/collate favorable statistics for ensuing media inquiries.

4. **Key Message Points/Communication Plan:** Upon completion of the fact finding mission and prior to meeting with the media/public, the Director of Communications will prepare message points including a Q&A for all sanctioned spokespersons and a communication plan for distribution of messaging. The organization will be judged on the response to a crisis more than the crisis itself. Contact with the governmental agency shall be coordinated by the President & CEO and collaboration on messaging to the visiting guests will begin. Spokesperson should demonstrate concern and empathy, and convey integrity. Points should be fact-driven, concise, consistent and accurate at the time of delivery. These points will serve as the basis for daily updates on the destination.

Using the approved message points, the Director of Marketing will direct the social messaging during the crisis. The first 24 hours are critical and misinformation can spread quickly on social channels. Tone, context, channel, voice and delivery are all important. While emotions are running high, tone of the message will remain factual but empathetic and link to further information on the SeeMonterey.com website.

If the incident is tourist related and crime driven, statistics should be included if they bode well in light of the situation. Examples include crime reduction over the past 10 years, improvement in beach pollution/ratings over the past five years, total volume of wine sold (in the case of product tampering) annually versus the number of bottles tampered with, etc.

Message points should:

- Empathize with the victims of the crisis first and foremost without owning the crisis
- Share priorities for the MCCVB to include the safety and quality experience for our visitors
- List accurate facts at the time of delivery
- Identify the exact location with a Google map link
- Provide background on cause/effect at the time of delivery
- Provide update on immediate steps being taken to abate crisis/assist victims
- Mitigate immediate damage due to false information, local media exaggeration, guesswork or negative perceptions
- Establish the MCCVB as a reliable, accurate, responsible source of information

5. **Alert Tourism Partners:** Once the spokespersons have been identified and message points outlined, alert key tourism partners to alleviate sending any mixed messages. These message points should be sent to the MCHA, MCVGA, Arts Council for Monterey County, Film Commission, Chambers of Commerce, Visitor Centers and utilized for prepping for press conferences and media interviews.

6. **Spread the Word:** A separate one page “Market Update” will be drafted daily by the Communications team to provide MCCVB members, stakeholders, residents and visitors with immediate information on the crisis as well as position the MCCVB as a proactive partner. This update will include facts, situation, action plan and crafted message points as well as a link to maps, local media coverage and websites. The update may be issued by the lead agency on the current situation analysis. This update will be posted on www.SeeMonterey.com, and distributed to the following entities:
 - MCCVB Staff and Monterey Visitors Center
 - MCCVB Board of Directors
 - MCCVB members
 - Hotel general manager/sales staff for distribution to front line workers
 - Local attractions and transportation services
 - Monterey County Partners including Monterey County Hospitality Association, Monterey County Vintners and Growers Association, Arts Council for Monterey County, Monterey County Film Commission, and Chambers of Commerce
 - State and Regional industry partners, including Visit California, San Francisco Travel, Central Coast Tourism Council, CalTravel
 - International tourism partners, including all BRAND USA offices, public relations bureaus under contract with the State of California or MCCVB

7. **Create a Safety Net:** In the event that tourists or area residents are displaced and require food or shelter, the MCCVB will execute outreach to local hotels, Red Cross and tourism authorities in an attempt to relocate people in need. In addition, if there is a need to house crisis teams traveling into the area, the MCCVB is available and able to find lodging for these individuals as well. A simple outreach for hotel rooms for those in need is appropriate.

In crisis scenarios, there may or may not be access to the internet or phones. (In such instances, the MCCVB has created a safety net). The CMT and MCCVB Chair will receive a bi-annual print-out of all members including contacts, emails, addresses, and phone numbers to use in such a crisis. The print out will be provided by the VP of Operations.

In the event that the internet or phone lines are unable to be used in Monterey and/or greater California, the protocol for updating social networks, emails, and website would fall to the following people:

1. VP of Marketing & CMO if the person is working remotely
 2. In the event that the VP of Marketing is in Monterey, the next go-to contact for the MCCVB in getting out messages would be the Regional Sales Executive in Washington, D.C.
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8. **Establish a Hot Line:** Select an existing telephone line as the hotline for immediate updates, inquiries or tourist-related questions. The line will be manned by a core member of the CMT who is well versed on the situation. In the event that tourists are displaced, this hot line should function as a clearinghouse for hotel reassignment.

If appropriate, the hotline shall be the visitor’s center number that is routed through the MCCVB main office. The line shall be staffed/monitored as long as deemed necessary by the President & CEO which may include evenings or weekend coverage.
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9. **Halt Advertising Buys:** Depending on the nature of the crisis, it may be directed by the President & CEO to immediately pull advertising buys and request a comeback strategy and timeline from the designated advertising agency.

D. MEDIA OUTREACH

Perception is not always reality and the media can quickly paint a picture of disaster – especially television – as was the case with the 2008 Basin Complex Fire. To ensure accurate coverage and build bridges for a post-crisis comeback, the media must have a main link to immediate information. The Director of Communications will work with the lead agency's communications team to support the dissemination of information where needed and provide quotes as needed. Communications should begin with a very empathetic message.

1. Spokesperson: Ensure the designated spokespersons are well versed and up to date with the information, Q&A's and possible scenarios.
2. Media Materials: A one page market update should be issued on the SeeMonterey.com website immediately and continued in intervals until the crisis has abated. This might include a "Media Alert" on pending press conferences or "Tourism Update" on the status of hotels, attractions, transportation and infrastructure. Four means of distribution should be utilized:
 - SeeMonterey.com, SF Travel and Visitcalifornia.com: Three of the most economical means for distributing updates to the media and public
 - The materials should be able to be visible on the homepage of SeeMonterey.com
 - E-Mail Blast: Utilize the email database of all major media outlets, wire services, national TV bureaus and key market newspaper bureaus;
 - PR Agencies: send press releases and updates to public relations agencies contracted by the MCCVB and its partners where known.
 - Sales Outreach: To ensure the flow of business, an outreach to key meeting planners and publications is imperative. The Sales team should create a list of upcoming meetings booked two to six months out and provide a market update to meeting planners stating the situation and alerting them that their pending meeting site and area has or has not been affected.
3. Media Conference: In many cases, it is appropriate to stage an immediate press conference. The MCCVB's role would be support if the lead agency decided to host a press conference. The strategy behind this might have multiple goals:

The fact-finding mission is imperative before a conference is staged. Message points should be created for all spokespersons and will differ depending upon the situation. The spokesperson's message should always be one of sympathy for lives lost or injured, shock at the tragedy at hand and hope for restoring the area and/or situation. The second spokesperson should be the one wielding the facts, generally the Chief of Police, Coast Guard or other official. MCCVB's role is to help provide useful statistics where possible. The MCCVB would be a spokesperson at this type of conference if there are updates on the tourism industry required, including hotels/attractions status, transportation information, etc.

4. Satellite News Release: Depending upon the severity of the crisis, a satellite news release can distribute a visual account of the situation that, in scenarios such as an earthquake, tsunami or oil spill, speaks volumes. This is also effective in dispelling misconceptions. The video news release is a simple 3-5 minute edited segment depicting a spokesperson at different locales throughout the County and must contain a news update to warrant coverage. It can document a positive side of a crisis, clean up program or areas unaffected. The feed is then sent via satellite to news stations across the nation for pick up. This vehicle can also be successful as part of a post-crisis campaign.
5. Social Media Outreach: Utilizing materials developed, a similar outreach will be conducted to social media outlets including blogs and websites that serve tourism to Monterey County. The satellite video release can be cross-purposed to You Tube, CNN i-report and a variety of streaming video forums. Photo updates depicting the affected area will be posted with time/date stamps showing actual damage and/or progress, etc.

E. MEDIA MONITORING

1. Electronic Coverage: An ongoing television, print and online media monitoring program will help establish both the short - and long-term action plans relating to the crisis. This can be conducted by MCCVB in conjunction with Broadcast Monitoring Service (BurrellesLuce). Daily monitoring will help determine:

- The scope of coverage, local versus national and international
- The perception/message the media is delivering to the mass public
- The immediate steps required to offset misconceptions (e.g., freeways closed, beaches covered in oil, tourism areas affected)
- The long-term comeback strategy

2. **Internet Tracking:** Simultaneously, the MCCVB will track all additional articles via the internet to determine the depth of coverage and short - and long-term action plans. Key message points can be tracked and analyzed as well as pockets of coverage to determine which markets were hardest hit.

3. **Social Media Monitoring:** In conjunction with print article monitoring, the MCCVB will also track social media conversations in real-time. If warranted, the CMO will decide if the Content Marketing Manager should engage in conversations on social media networks to dispel rumors and disseminate information.

F. LONG-TERM REBOUND

The MCCVB Communications team will communicate regularly with Visit California and San Francisco Travel's Public Relations teams to coordinate messages and media strategies. Once the crisis is abated, the team will begin proactively pitching positive stories to national and local media. The MCCVB will also develop comprehensive marketing strategies and messages to continue the positive branding of the destination. In addition, the following should be considered in the ongoing effort to re-establish the destination as a safe and desirable travel location:

1. All travel writers who have visited the area in the last six months should receive a personal invitation to return and evaluate the effect of the crisis.
2. Produce a video highlighting attractions and hotel properties that are not affected. Target local celebrities to complement the President & CEO as spokespersons.
3. Shoot slide and video footage for post-crisis promotions.
4. Develop bumper (video footage) for any upcoming televised programs that originate in the area.
5. Review current advertising campaigns/marketing programs to determine if messages are appropriate or reevaluate/redefine.
6. Work with other departments and partners to develop new marketing messages and strategies.
7. After the crisis has subsided (1-4 months later, depending on the nature of the crisis), begin advertising strongly in primary markets. Design and purchase advertising in trades and public media concerning the area's status for travelers.
8. Develop a post-crisis media kit for use during any necessary FAMs.
9. Provide regular interviews to the media.
10. Proactively keep industry partners (media, international marketing affiliates, tour operators, film professionals, meeting planners, etc.) informed of developments, progress, and long-term impact of crisis.
11. Incorporate post-crisis outreach into marketing plan and social strategy for at least one year after crisis.

G. Debrief: Debriefing is a critical step in the process. The CMT will look back on the crisis –and define what we did well and what we would do differently. Things to consider should include:

- Were stakeholders notified in a timely and efficient way?
- Were the roles of the various crisis team members generally understood?
- Were the appropriate stakeholders quickly identified and engaged in response to the situation?
- Was the crisis assessment criteria effective in determining the most appropriate and response strategy needed?
- Was the most appropriate spokesperson identified for the response?
- Was all outside/external support brought in and utilized efficiently?
- Was the Crisis Management Team notified quickly enough?

H. Training the Team: Review the Crisis Communications Plan with the CMT

-Conduct (monthly or quarterly) trainings to ensure each member of the team is well informed and prepared in the event of a crisis

- (If necessary) Conduct an annual simulation or drill with the team to practice and/or discuss the response to a crisis.

Updated January 17

Name	Company	Jurisdiction	Officer	Rotation	Term ends
Lodging					
1 Mairead Hennessy	Asilomar Conference Grounds	Pacific Grove	Secretary	2nd year	Jun-17
2 Janine Chicourrat	The Portola Hotel & Spa	Monterey		2nd year	Jun-17
3 Julie Weaver	Pebble Beach Co.	County		2nd year	Jun-17
4 Rick Aldinger	Big Sur River Inn	County	Past Chair	1st year of 2 year term	Jun-18
5 Rene Boskoff	Monterey Marriott	Monterey		fulfill 2nd year of vacated term	Jun-17
6 Bob Buescher	Carmel Mission Inn	County	Chair	1st year of 2 year term	Jun-18
7 Steve McNally	Hyatt Regency Monterey	Monterey	Chair -Elect	1st year of 2 year term	Jun-18
8 Thomas Becker	Carmel Valley Ranch	County	Treasurer	1st year of 2 year term	Jun-18
At Large					
9 Mike Oprish	Corral de Tierra	County		2nd year	Jun-17
10 Mimi Hahn	Monterey Bay Aquarium	Monterey		2nd year	Jun-17
11 Tony Tollner	Downtown Dining	County		1st year of 2 year term	Jun-18
12 Diane Mandeville	Cannery Row Company	Monterey		1st year of 2 year term	Jun-18
Appointed					
13 Ed Smith	City of Monterey	Monterey			re-appointed
14 Mary Adams	Monterey County	County			fulfill vacated term
15 Ralph Rubio	Mayors Association	Seaside			re-appointed
Advisors					
1 Carol Chorbajian	Monterey County Hospitality Association				
2 Kim Stemler	Monterey County Vintners and Growers Association				
3 Troy Kingshaven	Monterey County Film Commission				
4 Mike La Pier	Monterey Peninsula Airport District				
5 Dave Spaur	MCEDOC				
6 Susan Breen	Monterey County Arts Council				
7 Norm Groot	Monterey County Farm Bureau				
8 Bobby Richards	City of Carmel-by-the-Sea				
9 Marilyn Lidyoff	City of Marina				
10 Amrish Patel	City of Pacific Grove				
11 Kimbley Craig	City of Salinas				
12 Sean Panchal	At-large				
13 Todd Kruper	At-large				
14 Hans Uslar	At-large				
15 Doug Phillips	At-large				

MCCVB Meeting Schedule 2016-2017

All committee meetings will be held in the conference room of the MCCVB office, unless otherwise noted. All meetings will be noticed in accordance with the Ralph M. Brown Act.

Board of Directors (BOD)

BOD meetings will be held the 4th Wednesday of every month, except November and December. The location will rotate each month to be held at different member venues within Monterey County.

Executive Committee

Meetings will be held for the Executive Committee as needed.

Marketing Committee

The Marketing Committee will meet quarterly on the first Thursday of the month in October, January, April, and June.

Finance Committee

The Finance Committee will meet quarterly.

Nominating Committee

The Nominating Committee will meet upon the occurrence of any vacancy in the BOD for the purpose of nominating a Director to fill said vacancy. The nominating process for the 2016-2017 BOD will begin in the second half of the year.

Sales Committee

Meetings are generally scheduled on the 3rd Wednesday of every other month.

Compensation Committee

Meetings will be scheduled for the Compensation Committee as needed.

Community Relations Ad Hoc Committee

The Community Relations Committee will meet quarterly on the second Thursday of the month in October, February, and May.

Important Member Meetings

Directors and Advisors are requested to attend and participate in the Annual Member Luncheon and the Customer Advisory Board. *These meetings are not subject to the Ralph M. Brown Act.*

Day	Date	Time	Meeting	Location
JANUARY				
Thurs	1-12	10:30 AM – 12:00 PM	Marketing Q2	MCCVB
Wed	1-18	3:30 PM – 5:00 PM	Sales Committee	MCCVB
Thurs	1-19	9:00 AM – 10:30 AM	Finance Committee Q2	MCCVB
Tues	1-24	3:30 PM – 5:00 PM	Nominating Committee	MCCVB
Wed	1-25	2:00 PM – 5:00 PM	BOD Qrtly Forum/Strategic Review	InterContinental The Clement Monterey

FEBRUARY				
Wed	2-8	3:00 PM – 5:00 PM	Executive Committee	MCCVB
Thurs	2-9	9:00 AM – 11:00 AM	Community Relations Committee	Martine inn
Wed	2-22	3:00 PM – 5:00 PM	BOD	Quail Lodge

MARCH				
Wed	3-08	3:00 PM – 5:00 PM	Executive Committee	MCCVB
Wed	3-15	3:30 PM – 5:00 PM	Sales Committee	MCCVB
Wed	3-29	3:00 PM – 5:00 PM	BOD	TBD

APRIL				
Thurs	4-6	10:30 AM – 12:00 PM	Marketing Q3	MCCVB
Wed	4-12	3:00 PM – 5:00 PM	Executive Committee	MCCVB
Thurs	4-20	9:00 AM – 10:30 AM	Finance Committee Q3	MCCVB
Wed	4-26	2:00 PM – 5:00 PM	BOD Quarterly Forum/Strategic Review	The Lodge at Pebble Beach

MAY				
Wed	5-10	3:00 PM – 5:00 PM	Executive Committee	MCCVB
Thurs	5-11	9:00 AM – 11:00 AM	Community Relations Committee	MCCVB
Wed	5-17	3:30 PM – 5:00 PM	Sales Committee	MCCVB
Wed	5-24	3:00 PM – 5:00 PM	BOD	TBD
Thurs	5-25	3:30 PM – 5:00 PM	Nominating Committee	MCCVB

JUNE				
Thurs	6-8	10:30 AM – 12:00 PM	Marketing Q4	MCCVB
Wed	6-14	3:00 PM – 5:00 PM	Executive Committee	MCCVB
Wed	6-28	3:00 PM – 5:00 PM	Annual Meeting of the Board	Hyatt Regency Monterey