

Gunnison-Crested Butte Tourism Association
Board of Directors Meeting Agenda
April 6, 2010 –7:30 AM, Almont Resort

MISSION STATEMENT - enhance economic vitality by marketing our county as a year-round destination and foster relationships with community partners to ensure a quality guest experience.

VALUE PROPOSITION - Through life-enriching adventures and inspirational, authentic experiences, Gunnison County delivers lasting memories unlike any other vacation destination.

7:30 AM Call to order – April 2010 Board Meeting of the GCBTA

I. Review and approve minutes from the March 9, 2010 Regular Board Meeting

7:35 AM **II. New Business** –

- (i) Update of election outcome
- (ii) Thank past members and Advisory Board member, Mike Kube
- (iii) Welcome new Board Members
- (iv) Vote on new Executive Committee; nominations from the floor; introduce slate
- (v) Set date for Board Retreat; top line ideas for the Retreat agenda
- (vi) ENewsletter sent – did everyone receive a copy
- (vii) RTA Update
- (viii) Chamber Updates
- (ix) CBMR Update

7:50 AM **IV. Finance Report** –L Meredith

Motion to approve by: 2nd by:

8:00 AM **V. Comment/questions about attached staff reports**

- i. Executive Overview of Reports
- ii. Progress Report
- iii. LMD/Sales taxes
- iv. Web traffic/phone call volume
- v. PR report

8:20 AM **V. Old Business** –

i. Continue work begun at the May 2009 Retreat –Build out plan for:

- **Strategy Initiative #5** Become a repository for tourism related data;
- **Objective 1:** Collect ROI and other accountability metrics about performance and trends.

- **TO DO:**

- Review revisions in Succession Plan made at March meeting; approve and make formal motion to add this plan to the bylaws; J. Chaney will provide update on other items to be included with the plan
- Update on WSC Intern for this project – J. Chaney
- Board to develop “roll out plan” to community at large (announcing repository, location of it, benefits, other details, etc.)
- Time permitting, select “next” Strategic Initiative to begin work on

9:30 AM Adjourn

Attachments: April Agenda, March 2010 meeting minutes, Final 2009 budget, 2010 Budget, Executive Overview of Reports: PR Report, Progress Report; Succession Plan for approval; Stats will be reviewed at the meeting as we do not have municipal numbers at this time.

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PROGRESS REPORT
March 9 – April 5, 2010

- a. 3/9 JC/BB meeting with CS Irwin Director of Guest Services
- b. 3/10 JC/RS meeting to review new online advertising opportunities
- c. 3/11 JC meeting with J. Birnie, CB Center for the Arts re: advertising
- d. 3/19 JC attended RTA work session meeting re: airline contract services group
- e. 3/22 JC meeting with SW Colo Travel Region
- f. 3/22 JC meeting with R. Haga/P. Swenson re: economic discussion group
- g. 3/23 JC meeting with B. Franks doing feasibility for Mt. CB Performing Arts Center
- h. 3/23 JC email down for day and a half
- i. 3/25 JC attended GV Observatory board meeting
- j. 3/25 JC meeting with B. Rankin re: importance of tourism to Gunnison County
- k. 3/25 JC/RS meeting with Madden Media re: new online CEO campaign with CTO
- l. 3/26 JC meeting with P. Holden re: economic discussion group
- m. 3/26 JC attended/presented at RTA meeting
- n. 3/29 JC meeting with Dave Wiens, new TA Board member orientation
- o. 3/30 JC meeting with Chris Ladoulis new TA Board member orientation
- p. RS had several meetings with partners re: web sites/social media marketing
- q. Community Calendar – continue to make contact with area events/groups to load info on web site
- r. Clip Book Update – ongoing;
- s. Web site optimization efforts ongoing; Continued enhancements on web site: more pages with specific content for optimization;
- t. Ongoing purchase of media per the 2010 media plan; creating insertion orders; approving ads
- u. E-newsletters for specialty interests regular E-communication to our lists and purchased lists
- v. Collecting monthly fulfillment databases from our web site, Chambers and reader service lists (adding to master database by category); forwarding to Dove Graphics for fulfillment

Gunnison-Crested Butte Tourism Association
Board of Directors Meeting Minutes
March 9, 2010 - 7:30 AM, Almont Resort

IN ATTENDANCE: W. Bearth, S. Pierotti, M. Eldridge, M. Dethloff, J. Valenzuela, L. Meredith, R. Gardner, C. Riggs, D. Cole, J. Chaney, R. Strickland

OTHERS: H. Channell, M. Kube, J. Wirsing, G. Davidson, S. Snell-Dobert, R. Bond

NOT IN ATTENDANCE: A. Greene, M. Taylor,

Agenda Topic: Call to order –

I. Review and approve Minutes

- i. Motion to approve 2/9/10 Minutes (Channell) By: J. Valenzuela 2nd: M. Dethloff
VOTE: ALL in favor

Agenda Topic: New Business –

- a. RTA update – Ideas for funding: CB South POA could fund a CB South Bus; Sales Tax increase another opportunity. Flights are overall down about 16%.
 - i. What are the dates of the focus groups/forums? Bond said the meetings are designed to discuss ideas about funding on March 23 & 24; RTA is inviting various businesses as directed by the Chambers.
- b. Chamber updates: March 26th in CB will be a professional development discussion about home repossessions and an expert will be here from B of A. Call Richard for details. On March 30 or 31 a ski industry forecast/outlook will be held with National Ski Area Assoc., MTRip, CO Ski Country, Ski.com, VacationRoost, CBMR and others.
- c. CBMR update: Jan. down 20 – 22%; Feb -18%; Strong bookings for Spring break right now. Skier days 300- 350,000 skier days off about 15%. YMSB is 800 presold tickets and is estimated to fill at 1800 people. 3 – 6pm. Spring push at drive market with packages for CO, NM + UT. Looking at adding additional flight capacity for winter 10/11.
- d. Election Update: Online votes are rolling in and voting ends 3/12/10. Monday votes will be announced. Chaney will send a reminder notice to advisory board and chambers with the link to use to vote.

Agenda Topic: Finance Report –L Meredith Motion to approve by: M. Dethloff 2nd by: R. Gardner VOTE: All in favor

Agenda Topic: Comment/questions about attached staff reports

- a. No comments/ questions: Discussion about booking trends for summer ensued and looks good as of now with many sectors pacing well.

Agenda Topic: Old Business –

- a. Continue work begun at the May 2009 Retreat –Build out plan for:
- b. Update on WSC Intern for Data Collection project – At this time, awaiting information from CBMR, Gunnison Chamber, & DOW.
- c. Update on CB/Mt. CB lodging properties re: ADR/Occupancy data collection – W. Bearth/R. Gardner; unsure of CB properties who will be participating

Agenda Topic: At the last meeting the Board selected: Strategic statement IV– Insure continuance of the Board of Directors and Staff Objective 1: Succession planning for Board and Staff.

- a. Look at other CO State DMO's plan/process: J. Chaney shared info from other DMO's around the state she has received info from. They include: Snowmass, Durango, Vail Valley Partnership, Breckenridge, Mesa Verde, Ft. Collins;

Gunnison-Crested Butte Tourism Association

Board of Directors Meeting Minutes

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- i. Develop plan for board succession: Current Bylaws address executive committee and member succession.
- ii. Develop plan for staff succession:
 1. Chaney proposed a plan for the Director position which includes a statement of commitment and a plan to appoint;
 2. Plan needs to include
 - a. Job Description
 - b. Contact list to inform changes/plan to key stakeholders by title (i.e. Chamber director etc)
 - c. Who is the transition committee?
 - i. They should compile a list of eligible candidates to fill the interim Exec. Director.
 - ii. The Marketing Coordinator has been suggested. Add this stipulation in Marketing Coordinator job description or a signed document acknowledging willingness to be the interim director.
 - d. Plan should include important signatures in place for banking and other account/password information.
 - e. Use the term Interim Executive Director to describe the position for consistency.
 3. Some changes in terminology were suggested and will be recorded and sent to the Board/Advisory Board
 4. Add succession plan to bylaws
 5. Do a final presentation at the next meeting after a complete review of the bylaws and the document.

Meeting Adjourned 9:20 AM

G-CBTA

January - December 2009

	Actual	Budget	% of Budget
Revenue			
Carry Over Hill & Co		13,840.00	0.00%
Carry Over Media Internet		22,627.00	0.00%
Contingency Fund		80,000.00	0.00%
Current CO-OP Reimbursement	18,327.22	16,522.00	110.93%
Current Media Reimbursement	58,511.51	58,494.00	100.03%
LMD	1,075,000.00	1,075,000.00	100.00%
Total Revenue	\$ 1,151,838.73	\$ 1,266,483.00	90.95%
Expenses			
Accountant	799.50	800.00	99.94%
B&B Creative	4,845.50	4,846.00	99.99%
Board Member Related	1,092.14	1,092.00	100.01%
Computer/ Office Equipment		0.00	
Dues/ Memberships	11,575.00	11,575.00	100.00%
FAM Non-TA Hosted	1,414.50	1,415.00	99.96%
FAM TA Hosted	4,378.96	4,379.00	100.00%
Fulfillment	60,653.02	60,474.00	100.30%
Hill & CO	14,220.48	13,840.00	102.75%
Hospitality	2,351.28	2,351.00	100.01%
Insurance	1,550.00	1,550.00	100.00%
Legal	85.00	85.00	100.00%
Local Media	8,293.52	8,294.00	99.99%
Local Meetings	2,747.53	2,748.00	99.98%
Local PR			
Buehler Communications	49,530.00	49,530.00	100.00%
Intern-PR	750.00	1,000.00	75.00%
Supplies (Media CD's/ Phone)	171.37	171.00	100.22%
Travel Expenses	696.77	697.00	99.97%
Total Local PR	\$ 51,148.14	\$ 51,398.00	99.51%
Media			
Direct Mail	21,257.93	21,258.00	100.00%
Internet	211,212.40	214,727.00	98.36%
Media Reimbursement		26,101.00	0.00%
Other	13,075.63	13,076.00	100.00%
Print	355,039.06	348,841.00	101.78%
Radio	140,298.50	150,000.00	93.53%
Total Media	\$ 740,883.52	\$ 774,003.00	95.72%
Misc Expenses	3,033.89	3,034.00	100.00%
Office Supplies	962.38	962.00	100.04%
Payroll Expenses			
Director Incentive	1,689.70	4,500.00	37.55%
Marketing Coordinator	40,444.26	46,300.00	87.35%
Marketing Director	88,038.90	88,485.00	99.50%
Total Payroll Expenses	\$ 130,172.86	\$ 139,285.00	93.46%
Photocopy (outside jobs)		0.00	
Photography	5,368.75	5,369.00	100.00%
Postage	365.81	366.00	99.95%
PR Clip Service	2,800.00	2,800.00	100.00%
Printing	2,253.50	2,254.00	99.98%
Promotional Items	4,088.85	4,089.00	100.00%
Promotions	938.67	584.00	160.73%
Storage Unit(s)	2,400.00	2,400.00	100.00%
Subscriptions		0.00	
Tele/ FAX/ Internet	4,680.59	4,500.00	104.01%
Training/Prof. Development	39.00	39.00	100.00%
Travel Planner Reprint	45,431.00	45,431.00	100.00%
Travel/ Tradeshow	9,604.57	14,398.00	66.71%
Web Related	20,167.18	22,122.00	91.16%
Total Expenses	\$ 1,138,345.14	\$ 1,186,483.00	95.94%

Monday, Mar 29, 2010 09:36:35 AM GMT-6 - Accrual Basis

G-CBTA

	Actual	Budget	% of Budget
Revenue			
Carry Over Hill & Co		0.00	
Carry Over Media Internet		0.00	
Contingency Fund		80,000.00	0.00%
Current CO-OP Reimbursement	900.00	0.00	
Current Media Reimbursement		0.00	
GRANTS			
Mt. CB Grant	75,000.00	75,000.00	100.00%
Total GRANTS	\$ 75,000.00	\$ 75,000.00	100.00%
LMD	180,000.00	1,080,000.00	16.67%
Total Revenue	\$ 255,900.00	\$ 1,235,000.00	20.72%
Expenses			
Accountant	28.00	800.00	3.50%
B&B Creative	715.00	5,300.00	13.49%
Board Member Related	68.19	1,000.00	6.82%
Dues/ Memberships	2,450.00	7,650.00	32.03%
FAM Non-TA Hosted		1,000.00	0.00%
FAM TA Hosted	1,414.57	4,000.00	35.36%
Fulfillment	15,667.96	55,000.00	28.49%
Hospitality	875.19	1,500.00	58.35%
Insurance	500.00	1,550.00	32.26%
Legal		100.00	0.00%
Local Media	775.48	8,200.00	9.46%
Local Meetings	510.55	3,000.00	17.02%
Local PR			
Buehler Communications	8,242.50	50,503.00	16.32%
Supplies (Media CD's/ Phone)	41.14	150.00	27.43%
Travel Expenses	161.02	400.00	40.26%
Total Local PR	\$ 8,444.66	\$ 51,053.00	16.54%
Media			
Direct Mail		22,000.00	0.00%
Internet	43,276.07	227,687.00	19.01%
Mt. CB Grant		75,000.00	0.00%
Other	4,596.00	13,900.00	33.06%
Print	108,347.79	275,724.00	39.30%
Radio		150,000.00	0.00%
Total Media	\$ 156,219.86	\$ 764,311.00	20.44%
Misc Expenses	1.60	2,700.00	0.06%
Office Supplies	27.11	975.00	2.78%
Payroll Expenses			
Director Incentive		8,500.00	0.00%
Marketing Coordinator	6,731.77	46,300.00	14.54%
Marketing Director	14,705.82	88,485.00	16.62%
Total Payroll Expenses	\$ 21,437.59	\$ 143,285.00	14.96%
Photocopy (outside jobs)		50.00	0.00%
Photography	1,043.75	5,200.00	20.07%
Postage	78.58	300.00	26.19%
PR Clip Service	500.00	4,986.00	10.03%
Printing		3,000.00	0.00%
Promotional Items		2,500.00	0.00%
Promotions	99.64	1,500.00	6.64%
Storage Unit(s)	600.00	2,440.00	24.59%
Tele/ FAX/ Internet	273.78	4,500.00	6.08%
Training/Prof. Development		100.00	0.00%
Travel Planner Reprint	46,684.00	46,000.00	101.49%
Travel/ Tradeshow	1,129.84	11,000.00	10.27%
Web Related	2,152.42	22,000.00	9.78%
Total Expenses	\$ 261,697.77	\$ 1,155,000.00	22.66%
25% of the way through the year;	collected 16.7% revenue		23% of expenses

Monday, Mar 29, 2010 09:39:07 AM GMT-6 - Accrual Basis

Executive Overview of Reports/Attachments – April 6, 2010
Tourism Association Board Meeting

Stats Report:

THE STATS REPORT will be reviewed at the April 5th meeting; we hope to have more municipal information by then.

At the time of our board meetings, this early in the month, our chance of having tax figures from within 45 days is 50/50. So, we report with a 60 day lag to be sure we actually had the figures instead of always having to say, “some figures are not in yet...” Please let us know if you have any questions.

- LMD tax report will still be through December 2009 and shows year over year to 2008 up 4%. Through November we were flat so this was a good end to 2009. Unlike “home rule” with municipalities, the LMD is recorded in the month in which it was reported to the state, not when it was collected by the lodging property.

Director’s Report (Progress Report 2nd page of the Agenda document):

This information is self explanatory and describes major activities of staff and board members when they have been involved on behalf of the Tourism Association. Please let us know if you have any questions!

PR Report:

This report is self explanatory and describes some of the major activities benefiting the Tourism Association as a result of the efforts of Beth Buehler, our Director of Public Relations. Please let us know if you have any questions!

Current Budget:

The budget 2009 and 2010 budgets will be reviewed and approved as part of the finance report at every regular board meeting; we are ready to close out 2009 with just one item yet to be reconciled.

Minutes:

The minutes will be reviewed and approved as part of the regular board meeting agenda.

Thank you,
Jane

PR REPORT for March 5 - 29, 2010

Buehler Communications Inc. for Gunnison-Crested Butte Tourism Association

Press Releases/Articles

- Press releases distributed to media lists: What's New in G-CB, Fishing
- Summer/Fall press releases are nearly all written and loaded in the media room at GunnisonCrestedButte.com

Media Contacts

- Information about affordable summer fun/lodging/dining in Crested Butte for a National Geographic book about affordable vacations; Flauschink, Grand Traverse and C.S. Irwin snowcat skiing to Walt Roessing for Dallas Morning News; Poo Fest to Claire Martin of the Denver Post; good visitor websites to CB Magazine; CB info to Stephanie Oswald for a CNN airport travel series that will include CB (Stephanie is editor of travelgirl magazine and former CNN employee)
- Media Visit: March 9 – 12: Freelancer Martin Forstenzer through Colorado Ski Country (co-hosted by CBMR)
- Upcoming Media Visits – May: Rocky Mountain Bride photo shoot (Rachael Gardner coordinating); June 2 – 3: Chris Robinson Radio Show; End of June: planning a Gunnison media familiarization trip
- Local Media – “Snow at First Sight” photos, board of director elections press releases, photo of Double Dog Dare You Facebook campaign winner snowshoeing in Crested Butte
- Respond to Colorado Tourism Office (CTO) PR opportunities – Summer Family Vacation & Cultural and Culinary Colorado press releases for U.S. market, April – June happenings to U.K. public relations office
- Respond to CTO media leads
- Fulfill Southwest Colorado Travel Region information requests
- Others as they respond to press release emails or have editorial/photo needs
- Respond to writers inquiring about media FAMs

Media Hits – Outside the Area

- Crested Butte Wildflower Festival Feature Story – Spirit of the West magazine (German)
- Avatar & Possible Crested Butte Connection – Major story on Channel 7 News Denver on Oscars night
- Crested Butte Biking Destination – Nice page in Bike Magazine's trails issue
- Gunnison Cattlemen's Days – Nice mention in Open Trails/Events section of Spirit of the West magazine (German)
- C.S. Irwin snowcat skiing, Flauschink, Grand Traverse – Walt Roessing's column in Dallas Morning News and Denton Record-Chronicle
- C.S. Irwin snowcat skiing – Denver Post
- Flauschink – Vacation Agent Magazine
- Friends & Family Fly Free to G-CB – part of Colorado Tourism Office spring break press release picked up by approximately 100 media outlets
- G-CB Happenings (Gunnison River Festival, CB Music Festival, Cattlemen's Days, CB Wildflower Festival) – RV Journal
- Athletic Events Listings – Competitor
- Full Moon Ski & Snowshoe Dinners at CB Nordic's Yurt – Denver Post Outdoor Extremes Calendar

- Progressive Bonfire Dinner – Denver Post Outdoor Extremes Calendar
- Ski Town Breakdown – Denver Post, www.skinet.com (Ski magazine's website), www.examiner.com
- What Now: A Silver Lining for Ski Resorts? (includes mention of CB) – www.skinet.com (Ski magazine's website)
- Al Johnson Memorial Ski Race (part of Spring Local's-Only Bashes article) – Powder

Other Activities

- Worked on TA's e-newsletter with Jane and Rob
- Attended a C.S. Irwin meeting with Jane
- Met with Jenny Bernie, Arts Alliance & CB Center for the Arts
- Continue to update media lists, clip books and media room on web site



Succession Plan Policy for Executive Director

- Statement of commitment to prepare for inevitable leadership change.
 - it is the policy of the Gunnison-Crested Butte Tourism Association (TA) to be prepared for an eventual permanent change in leadership – either planned or unplanned – to insure the stability and accountability of the organization until such time as new Executive Director is identified. The board of directors shall be responsible for implementing this policy and its related procedures.
- Statement of commitment to assess leadership needs before beginning a search.
 - It is also the policy of the board to assess the needs of the organization to help insure the selection of a qualified and capable leader who is representative of the community, a good fit for the organization's mission, vision, values, goals and objectives, and who has the necessary skills for the organization.
- Plan to appoint interim leadership to ensure smooth operations and compliance with contractual obligations.
 - To insure the organization's operations are not interrupted while the board of directors assesses the leadership needs and recruits a permanent executive director, the board shall create an Executive Transition Committee who will in turn appoint an interim Executive Director as described below. The interim Executive Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed.
- Within 5 business days the board shall appoint an Executive Transition Committee, in the event that a permanent change in leadership is required. This committee shall be comprised of at least one member of the executive committee, two members of the board of directors, the PR Director and Marketing Coordinator. It shall be the responsibility of this committee to implement the following preliminary transition plan:
 - Communicate with key stakeholders regarding actions taken by the board in naming an interim successor, appointing a transition committee, and implementing the succession policy. The organization shall maintain a current list of key stakeholders who must be contacted, such as Chamber of Commerce Directors who will notify their chamber members, Executive Director of the RTA who will notify the RTA board of directors, all government managers who will notify their elected officials and staff and, the local media. Notification to local media will be done by the PR Director of the TA, executive transition committee or interim Executive Director.
 - Consider the need for consulting assistance (i.e., transition management or executive search consultant) based on the circumstances of the transition.
 - Review the organization's business plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next Executive Director.
 - Establish a time frame and plan for the recruitment and selection process.
- Within 15 business days the committee shall appoint an interim executive director
 - The Marketing Coordinator may be appointed to this position based on that individuals consent and/or another individual may be appointed by the committee



CONSENT FORM FOR INTERIM EXECUTIVE DIRECTOR

I, _____ the undersigned, agree to work together with the Gunnison-Crested Butte Tourism Association's (further referred to as TA) executive transition committee (further referred to as "committee") for a duration designated by this committee and act as the Interim Executive Director of the TA. I understand that I am to make a recommendation to the committee as to the immediate needs of the Gunnison-Crested Butte Tourism Association and act upon those needs as directed by the committee.

Signature

Date



Preparation Check List Succession Plan

To be updated each April when new Executive Committee takes their seats; this document can continue to be added to as necessary from year to year.

Current year: April _____

_____ Signatures at Community Banks of Colorado; Co-Presidents or President/Vice President

_____ Password document provided to Co-Presidents; President/Vice President

_____ Consent Form for Interim Executive Director signed; on file in TA Policy/Procedures binder

Signature to denote all above has been done.

Executive Director

Date

Co-President or President

Date