



## Board of Directors

Brooke Smith  
*Chico - Vice President*

Bruce Spangler  
*Oroville - President*

Dori Franklin  
*Chico - Secretary*

Haroon Saddique  
*Paradise*

Kiran Paragji  
*Oroville*

Mohammad Billah  
*Chico*

Nicole Johansson  
*At Large*

Scott Stoller  
*At Large - Treasurer*

## Advisors to the Board

Betsy Yarbrough  
*County-wide*

Debbie Collins  
*Chico*

Evie Cameron  
*Paradise*

Heather MacDonald  
*Unincorporated County*

Heather Johnson  
*Oroville*

Jennifer Macarthy  
*County-wide*

Jovanni Tricerri  
*Unincorporated County*

Kelsey Torres  
*Chico*

Melissa Schuster  
*Paradise*

# Board of Directors Regular Meeting

## Regular Meeting

June 14, 2018  
12:00 p.m. – 2:00 p.m.

### Meeting Location:

BCAG Board Room / EBC New Location  
326 Huss Drive, Building E, Chico

**Purpose** The purpose of this corporation shall be to promote Butte County tourism through the development and operation of a tourism business improvement district and other programs and initiatives.

### Strategic Objectives

- 1 – Establish EBC as recognized leader driving county tourism efforts to achieve 100% jurisdictional buy-in by 2020;
- 2 – Establish EBC as authority in tourism by developing and deploying creative assets that promote Butte County as preferred travel destination;
- 3 – Solidify the administrative function of EBC.

## Agenda

1. **Call Meeting to Order**
2. **Corrections and/or Changes to the Agenda**
  - a. Board
  - b. Public
3. **Consent Agenda**
  - a. Meeting Minutes – May 10, 2018
  - b. Special Meeting Minutes – May 30, 2018
  - c. May 2018 Financial Reports
4. **Public Comment** (non-agenda items; please limit to 5 minutes each)
5. **Regular Agenda**
  - a. EBC Bylaws Committee Report
    - i. Discussion of proposed changes to bylaws regarding advisory member duties and process of filling board seats if vacancy occurs mid-term
  - b. Finance Committee Report
    - i. Minutes to reflect that the board received a copy of EBC's



- 990's via email and they have been filed.
- ii. Discussion of 2019 draft budget and staffing implications on marketing contracts
- c. Marketing Committee Report
  - i. Report by Chair
  - ii. Jack Rabbit > Book Direct: Recommendation to purchase book direct service with annual budget allocated specifically to renewal
- d. Ambassador Program
  - i. Certified Tourism Ambassador Program: Recommendation to work with CTA to build a tourism ambassador program with annual budget allocation for annual renewal
- e. Support of Chico Airport
  - i. Recommendation to support commercial air service to Chico Airport. Does not include financial support. EBC finds value in having commercial air service in the county.
- f. Executive Director Report
  - i. EBC Annual Report: Minutes to reflect report presented and approved by BOD
  - ii. State Fair Exhibit – update on status
  - iii. Advertising Awards
  - iv. Joining trade organizations – Recommendation to join DMA West
- g. Brown Act Training (beginning at 1:00)

**Adjournment**

Next meeting July 12, 2018



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*Paradise*

# Board of Directors

## Regular Meeting Minutes

May 10, 2018

12:30 p.m. – 2:00 p.m.

### Meeting Location:

Residence Inn by Marriott  
2485 Carmichael Drive, Chico

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## Agenda

### 1. Closed Session

Present: Brooke Smith, Bruce Spangler, Mohammad Billah, Scott Stoller, Kiran Piragji, Nicole Johansson, Haroon Saddique

Absent: Dori Franklin

Guest: Carolyn Denero

**MOTION** to terminate contractor agreement with Carolyn Denero effective May 15, 2018 and have her begin May 16, 2018 as Executive Director per the employment agreement as written. (Motion: Johansson; Second: Stoller) Ayes 7, Noes 0, Abstain 0. Passed 7-0

### 2. Board exited closed session to open session at 12:30 p.m.

Present: Dori Franklin, Betsy Yarbrough, Debbie Collins, Heather MacDonald, Heather Johnson, Jennifer Macarthy, Jovanni Tricerri, Kelsey Torres, Melissa Schuster

Absent: Evie Cameron

Guests: Dave Miller, Eve Cabayon, Robyn Martin (Ramada Plaza),

Daniel Bond (Langlers), Wilma Compton (Oroville Chamber)

Announcement during introductions: Scott Stoller will be resigning from the Board of Directors effective the end of June, he is moving to Colorado

### 3. Corrections and/or Changes to the Agenda

a. Board – None

b. Public – None

### 4. Consent Agenda

- a. Meeting Minutes – April 12, 2018
- b. Special Meeting Minutes – April 20, 2018
- c. April 2018 Financial Reports

**MOTION** to accept consent agenda items as presented. (Motion: Smith; Second: Johansson) Ayes 8, Noes 0, Abstain 0. Passed 8-0.

- 5. **Public Comment** (non-agenda items; please limit to 5 minutes each)  
Heather MacDonald – The Planning Commission met earlier today (5/10) to review short-term vacation rental ordinances that would govern properties like Airbnb and VRBO in the county. There are copies of the proposed ordinance changes on the county’s website. The motion may go in front of the Board of Supervisors as soon as July.

**6. Regular Agenda**

- a. Strategic Plan – Recommendation to accept the Strategic Planning Session Report as prepared by Morrison & Company
  - i. Updates on objectives as agreed upon
    - 1. Establish EBC as the recognized leader driving county tourism efforts to achieve 100% jurisdictional buy-in by 2020 (Denero)
    - 2. Establish EBC as the authority in tourism by developing and deploying creative assets that promote Butte County as the preferred travel destination (Johansson)
    - 3. Solidify the administrative function of EBC (Spangler)

The strategic objectives (as listed above) will be at the top of all board meeting agendas moving forward. Each board meeting will begin with an update of each of those items to keep them top of mind. The goal is to meet all objectives in one year. **MOTION** to adopt the Strategic Planning Session Report as prepared and move the objectives forward. (Motion: Smith; Second: Johansson) Ayes 8, Noes 0, Abstain 0. Passed 8-0.

- b. EBC Bylaws
  - i. Form bylaw review committee

ii. Discussion of board member resignation/opening mid-term

As EBC moves forward there is a need for review and revisions to the bylaws; two immediate needs are 1) how to manage when there is turnover on the board of directors and, 2) specific roles of advisory board members. Formation of a Bylaw Committee: Chair – Haroon Saddique, members – Mohammad Billah, Bruce Spangler, Jennifer Macarthy.

Discussion: Review of bylaws and vague language on how to fill a vacated board member seat. Can a director be appointed by the board or should it go through a nomination procedure? Because nominations were recent and people showed interest, should that be the pool for filling seats? During the nomination process it was explained that some members of the public didn't understand what an "at-large" member would represent and could have removed people from applying. Is there an opportunity for at-large board seats to be filled only from the advisors? Don't want the process to be too exclusionary, want it to be fair and transparent. The committee is directed to convene before the next board meeting to do research on what others do. Additionally, there needs to be additional clarity for the expectations of the advisory board members. Clarification – hoteliers can hold advisor seats not just board seats.

c. Finance Committee Report

i. Recommendation to update 2018 budget

Finance committee did not see a need to revise the 2018 budget. Denaro directed to create 2019 budget for next board meeting to take into consideration staffing impact. Because Treasurer Stoller will be moving there will be vacancy for board Treasurer. Mohammad Billah interested in the Officer position.

d. Office Space Committee report

i. Recommendation on an office space, to include the

location, cost, parking, ADA accessibility, and ability to host board meetings

**MOTION** to move forward with lease at BCAG campus. The space is within budget, has appropriate meeting space for Board meetings, offers ample parking and is centrally located. (Motion: Stoller, Second: Smith) Ayes 8, Noes 0, Abstain 0

e. Zone Marketing Committee

- i. Recommendation to fund, at the specified levels, the zone marketing applications as prepared for the board. (Detailed break-down included in board packet.)

**MOTION** that the Board considers funding the zone grant applications at the levels recommended by the Zone Marketing Committee. (Motion: Johansson; Second: Spangler) Ayes 7, Noes 0, Abstain – 1 (Stoller – Gold Cup at Silver Dollar Fairgrounds identified as one of the zone grant recipients).

Discussion about process for funding. Committee to reconvene to recommend better process moving forward.

Denero to send draft notification letters to committee prior to distribution.

f. Marketing Committee

- i. Recommendation to approve the Advertising Services contract with Porter Co, not to exceed \$150,000  
Recommendation tabled because contract was not completely in line with what board would like to see.

g. Program Coordinator Report (written report included in board packet)

- i. EBC Annual Report Draft
- ii. San Francisco Chronicle & SF Gate
- iii. Website and Social Media



Explore Butte County  
P.O. Box 2154  
Chico, CA 95927

[ExploreButteCounty.com](http://ExploreButteCounty.com)

- iv. State Capitol Window Display
- v. State Fair Exhibit

**Adjournment**

Meeting adjourned at 2:00 p.m.

Next meeting June 14, 2018.

Minutes respectfully submitted by Carolyn Denero.



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# Board of Directors

## Special Meeting

May 30, 2018  
3:30 – 4:00 p.m.

## Meeting Location:

Holiday Inn Express – 550 Oro Dam Blvd., Oroville  
Conference Call Line – 720-835-5497; PIN 29116

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## Agenda

### 1. Call Meeting to Order

Meeting called to order at 3:33 p.m.

Present via roll call: Bruce Spangler, Kiran Piragji, Dori Franklin, Nicole

Johansson, Scott Stoller, Jennifer Macarthy, Carolyn Denero

Absent: Brooke Smith, Haroon Saddique, Mohammad Billah

### 2. Corrections and/or Changes to the Agenda

a. Board

b. Public

No corrections or changes to agenda

### 3. Regular Agenda

a. Advertising Services Contract

Recommendation from the Marketing Committee to move forward with the Advertising Services Contract with Porter Co.

**MOTION** to approve the Porter Co contract as presented with an allocation of an additional funds to that contract not to exceed \$150,000; Board President to sign contract. (Motion: Johansson; Second: Stoller) Ayes 5, Noes 0, Abstain 0. Roll call: Spangler –Aye, Piragji – Aye, Franklin – Aye, Johansson – Aye, Stoller – Aye.

## Adjournment

Next meeting – June 14, 2018



# Explore Butte County

## Balance Sheet

As of May 31, 2018

	May 31, 18
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1000 · Tri Counties Bank	1,017,614.80
Total Checking/Savings	1,017,614.80
Total Current Assets	1,017,614.80
<b>TOTAL ASSETS</b>	<b>1,017,614.80</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Credit Cards	
2300 · TCB Credit Card	546.43
Total Credit Cards	546.43
Other Current Liabilities	
2400 · Payroll Liabilities	1,247.06
Total Other Current Liabilities	1,247.06
Total Current Liabilities	1,793.49
Total Liabilities	1,793.49
Equity	
3200 · Unrestricted Net Assets	827,920.02
3300 · Net Assets - Reserved	
3350 · Reserved - TBID Renewal Fees	75,000.00
3360 · Reserved - Zone Marketing	145,673.29
Total 3300 · Net Assets - Reserved	220,673.29
Net Income	-32,772.00
Total Equity	1,015,821.31
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,017,614.80</b>

## Explore Butte County

## Profit &amp; Loss

May 2018

	May 18
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
4000 · Program Income	
4200 · Butte County	1,061.28
4300 · Chico	35,653.80
4400 · Oroville	13,671.02
4500 · Paradise	9,750.73
<b>Total 4000 · Program Income</b>	<b>60,136.83</b>
4800 · Other Types of Income	
4810 · Interest Income	18.18
<b>Total 4800 · Other Types of Income</b>	<b>18.18</b>
<b>Total Income</b>	<b>60,155.01</b>
<b>Cost of Goods Sold</b>	
5000 · 2% Fee	
5200 · 2% Fee - Butte County	21.23
5300 · 2% Fee - Chico	713.08
5400 · 2% Fee - Oroville	273.42
5500 · 2% Fee - Paradise	195.01
<b>Total 5000 · 2% Fee</b>	<b>1,202.74</b>
<b>Total COGS</b>	<b>1,202.74</b>
<b>Gross Profit</b>	<b>58,952.27</b>
<b>Expense</b>	
6000 · Sales and Marketing Expense	
6005 · Capital Display	4,237.50
6015 · Contract services - Marketing	3,360.00
6040 · Marketing contracts	5,212.65
6055 · Staffing - Marketing	
6056 · Staffing - Payroll Taxes - Mktg	71.90
6055 · Staffing - Marketing - Other	2,291.14
<b>Total 6055 · Staffing - Marketing</b>	<b>2,363.04</b>
<b>Total 6000 · Sales and Marketing Expense</b>	<b>15,173.19</b>
7000 · Administration Expenses	
7040 · Contract services	1,440.00
7055 · Filing fees/ taxes	10.00
7058 · General Administration	3,061.67
7060 · Insurance	
7065 · Workers comp	710.00
7060 · Insurance - Other	850.00
<b>Total 7060 · Insurance</b>	<b>1,560.00</b>
7070 · Meals	938.46
7100 · Postage	22.08
7110 · Printing and Copying	90.79
7120 · Professional fees - Accounting	1,800.00
7130 · Professional fees - Legal	1,125.00
7150 · Rent/ Storage	45.00
7155 · Staffing	
7156 · Payroll taxes - admin	30.81
7155 · Staffing - Other	981.92
<b>Total 7155 · Staffing</b>	<b>1,012.73</b>

2:22 PM

06/08/18

Accrual Basis

## Explore Butte County

### Profit & Loss

May 2018

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	May 18
7160 · Subscriptions	63.19
Total 7000 · Administration Expenses	11,168.92
Total Expense	26,342.11
Net Ordinary Income	32,610.16
Net Income	<b>32,610.16</b>

# Explore Butte County

## Profit & Loss Budget Overview

January through May 2018

	Jan - May 18	Budget	\$ Over Budget
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
4000 · Program Income			
4200 · Butte County	1,632.57	3,187.50	-1,554.93
4300 · Chico	126,320.73	242,250.00	-115,929.27
4400 · Oroville	30,517.00	57,375.00	-26,858.00
4500 · Paradise	9,750.73	15,937.50	-6,186.77
4000 · Program Income - Other	0.00	0.00	0.00
<b>Total 4000 · Program Income</b>	<b>168,221.03</b>	<b>318,750.00</b>	<b>-150,528.97</b>
4800 · Other Types of Income			
4810 · Interest Income	83.27	0.00	83.27
<b>Total 4800 · Other Types of Income</b>	<b>83.27</b>	<b>0.00</b>	<b>83.27</b>
<b>Total Income</b>	<b>168,304.30</b>	<b>318,750.00</b>	<b>-150,445.70</b>
<b>Cost of Goods Sold</b>			
5000 · 2% Fee			
5200 · 2% Fee - Butte County	30.26	62.50	-32.24
5300 · 2% Fee - Chico	2,526.42	4,750.00	-2,223.58
5400 · 2% Fee - Oroville	610.34	1,125.00	-514.66
5500 · 2% Fee - Paradise	195.01	312.50	-117.49
<b>Total 5000 · 2% Fee</b>	<b>3,362.03</b>	<b>6,250.00</b>	<b>-2,887.97</b>
<b>Total COGS</b>	<b>3,362.03</b>	<b>6,250.00</b>	<b>-2,887.97</b>
<b>Gross Profit</b>	<b>164,942.27</b>	<b>312,500.00</b>	<b>-147,557.73</b>
<b>Expense</b>			
6000 · Sales and Marketing Expense			
6005 · Capital Display	8,475.00	2,084.00	6,391.00
6010 · Conferences	46.47	2,082.00	-2,035.53
6015 · Contract services - Marketing	18,387.08	2,916.00	15,471.08
6020 · Dues and Memberships	15.00	1,666.00	-1,651.00
6040 · Marketing contracts	138,327.75	145,584.00	-7,256.25
6050 · Meals	221.17	834.00	-612.83
6055 · Staffing - Marketing			
6056 · Staffing - Payroll Taxes - Mktg	71.90		
6055 · Staffing - Marketing - Other	2,291.14	25,666.00	-23,374.86
<b>Total 6055 · Staffing - Marketing</b>	<b>2,363.04</b>	<b>25,666.00</b>	<b>-23,302.96</b>
6060 · State Fair Exhibit	0.00	6,250.00	-6,250.00
6070 · Website	403.84	416.00	-12.16
6000 · Sales and Marketing Expense - Other	0.00	2,084.00	-2,084.00
<b>Total 6000 · Sales and Marketing Expense</b>	<b>168,239.35</b>	<b>189,582.00</b>	<b>-21,342.65</b>
6900 · Zone and Micro-Marketing			
6910 · Outside Contract Services	0.00	27,084.00	-27,084.00
<b>Total 6900 · Zone and Micro-Marketing</b>	<b>0.00</b>	<b>27,084.00</b>	<b>-27,084.00</b>
7000 · Administration Expenses			
7010 · Advertising	0.00	834.00	-834.00
7020 · Bank fees	6.00	41.00	-35.00
7030 · Conference, Convention, Meeting	0.00	209.00	-209.00
7040 · Contract services	7,632.00	1,250.00	6,382.00
7050 · Education	0.00	1,041.00	-1,041.00
7055 · Filing fees/ taxes	10.00	41.00	-31.00
7058 · General Administration	8,611.67	8,625.00	-13.33
7060 · Insurance			
7065 · Workers comp	710.00		
7060 · Insurance - Other	850.00	1,250.00	-400.00
<b>Total 7060 · Insurance</b>	<b>1,560.00</b>	<b>1,250.00</b>	<b>310.00</b>
7070 · Meals	1,545.24	834.00	711.24
7080 · Membership dues	0.00	84.00	-84.00
7085 · Miscellaneous	0.00	209.00	-209.00
7090 · Office supplies	58.12	1,041.00	-982.88
7100 · Postage	168.08	208.00	-39.92
7110 · Printing and Copying	299.44	417.00	-117.56
7120 · Professional fees - Accounting	6,715.00	5,000.00	1,715.00
7130 · Professional fees - Legal	1,350.00	2,083.00	-733.00
7140 · Promotion	0.00	41.00	-41.00
7145 · Rent/ Office Space	0.00	5,000.00	-5,000.00
7150 · Rent/ Storage	225.00	334.00	-109.00

**Explore Butte County**  
**Profit & Loss Budget Overview**  
 January through May 2018

	Jan - May 18	Budget	\$ Over Budget
7155 · Staffing			
7156 · Payroll taxes - admin	30.81		
7155 · Staffing - Other	981.92	11,000.00	-10,018.08
<b>Total 7155 · Staffing</b>	<b>1,012.73</b>	<b>11,000.00</b>	<b>-9,987.27</b>
7160 · Subscriptions	281.64	417.00	-135.36
7180 · Telephone, Telecommunications	0.00	250.00	-250.00
7190 · Travel	0.00	415.00	-415.00
7000 · Administration Expenses - Other	0.00	0.00	0.00
<b>Total 7000 · Administration Expenses</b>	<b>29,474.92</b>	<b>40,624.00</b>	<b>-11,149.08</b>
8000 · Contingency	0.00	8,125.00	-8,125.00
9000 · Collection Expense	0.00	5,417.00	-5,417.00
<b>Total Expense</b>	<b>197,714.27</b>	<b>270,832.00</b>	<b>-73,117.73</b>
<b>Net Ordinary Income</b>	<b>-32,772.00</b>	<b>41,668.00</b>	<b>-74,440.00</b>
<b>Net Income</b>	<b>-32,772.00</b>	<b>41,668.00</b>	<b>-74,440.00</b>

# Explore Butte County

## Profit & Loss

January through May 2018

	Jan - May 18
<b>Ordinary Income/Expense</b>	
Income	
4000 · Program Income	
4200 · Butte County	1,632.57
4300 · Chico	126,320.73
4400 · Oroville	30,517.00
4500 · Paradise	9,750.73
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4800 · Other Types of Income	
4810 · Interest Income	83.27
Total 4800 · Other Types of Income	83.27
Total Income	168,304.30
Cost of Goods Sold	
5000 · 2% Fee	
5200 · 2% Fee - Butte County	30.26
5300 · 2% Fee - Chico	2,526.42
5400 · 2% Fee - Oroville	610.34
5500 · 2% Fee - Paradise	195.01
Total 5000 · 2% Fee	3,362.03
Total COGS	3,362.03
Gross Profit	164,942.27
Expense	
6000 · Sales and Marketing Expense	
6005 · Capital Display	8,475.00
6010 · Conferences	46.47
6015 · Contract services - Marketing	18,387.08
6020 · Dues and Memberships	15.00
6040 · Marketing contracts	138,327.75
6050 · Meals	221.17
6055 · Staffing - Marketing	
6056 · Staffing - Payroll Taxes - Mktg	71.90
6055 · Staffing - Marketing - Other	2,291.14
Total 6055 · Staffing - Marketing	2,363.04
6070 · Website	403.84
Total 6000 · Sales and Marketing Expense	168,239.35
7000 · Administration Expenses	
7020 · Bank fees	6.00
7040 · Contract services	7,632.00
7055 · Filing fees/ taxes	10.00
7058 · General Administration	8,611.67
7060 · Insurance	
7065 · Workers comp	710.00
7060 · Insurance - Other	850.00
Total 7060 · Insurance	1,560.00
7070 · Meals	1,545.24
7090 · Office supplies	58.12
7100 · Postage	168.08
7110 · Printing and Copying	299.44
7120 · Professional fees - Accounting	6,715.00
7130 · Professional fees - Legal	1,350.00
7150 · Rent/ Storage	225.00

**Explore Butte County**  
**Profit & Loss**  
January through May 2018

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	Jan - May 18
7155 · Staffing	
7156 · Payroll taxes - admin	30.81
7155 · Staffing - Other	981.92
	<hr/>
Total 7155 · Staffing	1,012.73
7160 · Subscriptions	281.64
	<hr/>
Total 7000 · Administration Expenses	29,474.92
	<hr/>
Total Expense	197,714.27
	<hr/>
Net Ordinary Income	-32,772.00
	<hr/>
Net Income	<b>-32,772.00</b>
	<hr/> <hr/>



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ExploreButteCounty.com

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Melissa Schuster  
*Paradise*

## Bylaw Committee Meeting - Notes

### Meeting Agenda

June 4, 2018  
10:00 – 11:00 a.m.

### Meeting Location:

Beatniks Coffee House  
1387 E 8<sup>th</sup> Street, Chico

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Committee Members: Bruce Spangler, Haroon Saddique (Chair), Jennifer Macarthy, Mohammad Billah

Present: Mohammad Billah, Jennifer Macarthy, Carolyn Denero

Absent: Haroon Saddique, Bruce Spangler

### Agenda

- **Filling board of director vacancies mid-term:**  
Discussion about the variety of ways to fill board vacancies when board member leaves mid-term. EBC goes through an annual nomination process of people who are interested in being a board member or an advisor to the board. That is a good pool of people to choose from who already show an interest in the organization. Committee recommends that bylaw language be edited to reflect the following changes:
  - If a board seat is vacated, current Advisors to the Board, and those who went through the nomination for Board of Directors or Advisor to the Board in that year will be considered to fill the vacated seat. Those eligible must fit the qualification of the vacated seat. (For example, a lodging seat may only be filled by a lodging representative from that jurisdiction.)
  - All parties eligible for filling vacated seat will be notified and asked to submit a letter of interest. All letters will be included in the board packet for review. Those who submitted letters will be asked to present to the Board of Directors.
  - The Board of Directors will vote at the board meeting and the applicant with the majority votes will fill the seat.





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Chico, CA 95927

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- If a current Advisor to the Board is selected to fill the board seat, the same process will follow to fill their seat. The eligible pool of advisors will be contacted from that year's nomination pool.
- If there are no eligible candidates to fill the Board of Director vacancy, the nomination committee will be convened to identify and recruit a candidate(s) to fill the vacancy.
- If there are no eligible candidates to fill the Advisor to the Board position, it will remain vacant until the following nomination process.
- **Duties of Advisory board members;** what differentiates them from the public:
  - At this time, the only difference is that Advisors cannot miss 3 consecutive board meetings, or they will be removed.
  - Change bylaw language so that committees can only be comprised of board members and advisory board members. They will all have voting power in their committees.
  - Members of the public will still be available to attend committee meetings as guests but will have no voting power.
- **Build project timeline for review of all bylaws:** Discussed other items that should be reviewed as EBC is expanding. Items to be reviewed and updated by committee:
  - Executive Council/Committee
  - Succession Planning (Chair, Vice Chair, Past Chair – will Vice Chair move into Chair position, etc.)
  - Standing Committees – board appointments, and naming Chair and Vice Chair of committees
  - New Board and Advisor orientation
  - Denero to research Brown Act regarding committee meeting to make sure EBC in compliance
  - Once fully reviewed, bylaws should be reviewed every 3 years to ensure they are still accurate and reflective of business.

Notes respectfully submitted by Carolyn Denero.

**Bylaws of  
Explore Butte County  
A California Nonprofit Mutual Benefit Corporation**

**ARTICLE I**

**NAME AND PRINCIPAL OFFICE**

The name of the corporation is Explore Butte County ("Corporation"). The principal office for the transaction of the affairs and activities of this corporation shall be located in the County of Butte. The Board of Directors may change the location of the principal office.

**ARTICLE II**

**PURPOSE**

The purpose of this corporation shall be to promote Butte County tourism through the development and operation of a tourism business improvement district and other programs and initiatives.

**ARTICLE III**

**LIMITATIONS**

**Section 1: Assets.** This Corporation is not organized, nor shall it be operated, for pecuniary gain or profit, and it does not contemplate the distribution of gains, profits or dividends of its Directors and is organized solely for nonprofit purposes. No part of the profits or net income of this Corporation shall ever inure to the benefit of any Director, officer or to any individual.

Upon the dissolution or winding up of the Corporation, after payment of, or provision for payment of, all debts and liabilities of this Corporation, the remaining assets shall be distributed to a nonprofit fund, foundation or corporation which has been formed to provide benefits or services for Butte County and which has established its tax exempt status under §501(c) of the Internal Revenue Code. If no such corporation as described above is in existence at the time of dissolution, then the remaining assets shall be distributed to a nonprofit fund, foundation or corporation, which has established its tax-exempt status under §501(c) of the Internal Revenue Code.

**Section 2: Construction.** Unless the context requires otherwise, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these Bylaws. Without limiting the generality of the preceding sentence, the masculine gender includes feminine and neuter, the singular includes the plural, the plural includes the singular, and the term "person" includes both a legal entity and a natural person.

## ARTICLE IV

### MEMBERS

**Section 1: Definitions.** This corporation shall have no members within the meaning of the California Nonprofit Corporation Law, pursuant to Corporation Code §7332(a).

**Section 2: Non-Voting Members.** The Corporation's Board of Directors may, in its discretion, admit individuals to one or more classes of non-voting members; the class or classes shall have such rights and obligations as the Board finds appropriate.

## ARTICLE V

### DIRECTORS

**Section 1: Number.** The corporation shall have nine (9) Directors. Each Director shall have one vote. A reduction in the number of Directors shall not result in any Director's being removed before his or her term of office expires.

**Section 2: Tenure.** Each Director of the corporation shall serve for a term of two years.

**Section 3: Initial Appointment.** The initial members of the Board of Directors shall be appointed by the incorporator of the corporation. The initial Directors shall serve for staggered terms of one or two years. At the first duly constituted meeting of the Board of Directors, the initial Board members shall draw lots to determine their individual terms.

**Section 4: Criteria.** An owner or management group which owns or manages multiple lodging businesses in Butte County may only have one (1) representative on the Board of Directors.

Among the nine (9) Directors:

- A. Three (3) Directors shall be representatives of businesses paying the Butte County Tourism Business Improvement District ("BCTBID") assessment within the City of Chico;
- B. Two (2) Directors shall be representatives of businesses paying the BCTBID assessment within the City of Oroville;
- C. One (1) Director shall be a representative of a business paying the BCTBID assessment within the Town of Paradise;
- D. One (1) Director shall be a representative of a business paying the BCTBID assessment within the unincorporated area of the County of Butte; and
- E. Two (2) Directors shall be representatives of the community at large with an interest in Butte County's travel and tourism industry.

**Section 5: Annual Election.** Election of Directors shall take place at the annual meeting of the corporation. A call for nominations shall be sent to lodging businesses paying the BCTBID assessment. A nomination committee shall seek nominees and confirm their eligibility.

Directors shall be elected by the Board.

**Section 6: Powers.** Subject to the provisions and limitations of the California Nonprofit Mutual Benefit Corporation law, the provisions of the BCTBID Management District Plan, and any other applicable laws, and subject to any limitations of the Articles of Incorporation and these

Bylaws, the corporation's activities and affairs shall be managed, and all corporate powers shall be exercised by, or under the direction of, the Board.

**Section 7: Specific Powers.** Without prejudice to the general powers set forth in Article V, Section 6 of these Bylaws, but subject to the same limitations, the Board shall have the power to do the following:

- A. Appoint and remove, at the pleasure of the Board, all corporate officers, agents, and employees; prescribe powers and duties for them as are consistent with the law, the Articles of Incorporation, and these Bylaws; fix their compensation; and require from them security for faithful service.
- B. Change the principal office or the principal business office in the County of Butte from one location to another; cause the corporation to be qualified to conduct its activities in any other state, territory, dependency, or country; conduct its activities in or outside California; and designate a place in the County of Butte for holding any meeting of the Board.
- C. Borrow money and incur indebtedness on the corporation's behalf and cause to be executed and delivered for the corporation's purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidence of debt and securities.

**Section 8: Occurrence of Vacancies.** A vacancy or vacancies on the Board shall occur in the event of:

- A. The death, removal or resignation of any Director; or
- B. The declaration by resolution of the Board of a vacancy in the office of a Director who has been convicted of a felony, declared of unsound mind by a court order, or found by final order or judgment of any court to have breached a duty arising under Corporations Code §7238, the BCTBID Management District Plan, or other applicable laws; or
- C. An increase in the authorized number of Directors; or
- D. The failure of an election to elect the number of Directors required to be elected in that election; or
- E. A Director missing three regular meetings in a row and an affirmative vote by the remaining Directors to remove the absent Director; or
- F. A Director no longer meeting the criteria in Section 4 of this Article.

**Section 9: Filling Vacancies.** Vacancies on the Board may be filled by approval of the Board, or if the number of Directors then in office is less than a quorum, by either:

- A. The affirmative vote of a majority of Directors then in office at a meeting held according to the notice provisions of these Bylaws and the Ralph M. Brown Act; or
- B. A sole remaining Director.

The Board will consider all current Advisors to the Board, and all current-year nominations for Board Member or Advisor to the Board. The candidates interested will submit a formal letter highlighting their interest and qualifications and present to the Board at a Brown Act noticed meeting. Candidates must meet qualifications of board seat set forth in Article V, Section 4 of the bylaws. If a current Advisor to the Board is elected, the above process will be used to fill that seat. If there are no eligible candidates to fill the Director vacancy, the nomination committee will be convened to follow the

nomination process to fill the vacancy. If there are no eligible candidates to fill the Advisory vacancy, it will remain vacant until the following nomination process.

**Section 10: Resignation of Directors.** Any Director may resign by giving written notice to the chair of the Board, if any, or to the President or the Secretary of the Board. The resignation shall be effective when the notice is given unless it specifies a later time for the resignation to become effective. If a Directors' resignation is effective at a later time, the Board may elect a successor to take office as of the date when the resignation becomes effective.

**Section 11: Removal of Directors.** Any Director may be removed, with or without cause, by the vote of the majority of the entire Board of Directors at a special meeting called for that purpose, or at a regular meeting, provided that notice of that meeting and of the removal questions are given as provided in Article VI.

**Section 12: Compensation and Reimbursement.** Directors shall serve as volunteers and shall not be compensated. Directors may be reimbursed for expenses, as the Board may establish by resolution to be just and reasonable to the corporation at the time that the resolution is adopted.

**Section 13: Advisors.** The Board may designate individuals to serve as advisors to the Board. Advisors will receive notice of meetings in the same manner as Directors but will not be considered Directors for any purpose including voting.

Advisors shall serve for a term of one (1) year and may be removed by the Board at any time. Advisors shall be voted on by the Board of Directors at the annual meeting. Advisors will be a representative from their place of business' location or from their service area. Advisors shall be removed from their position by missing three (3) consecutive regular meeting; they can send a representative in their stead. There shall be no more than two (2) Advisors per TBID member jurisdiction: Oroville, Chico, Paradise, Biggs, Unincorporated Butte County. In addition, there shall be no more than two (2) Advisors representing a Butte County wide service area.

Advisors can join any one of the Advisory Committees unless expressly disallowed. As a member of a committee they will have the right to vote, at the committee level, on the recommendation of the committee.

Advisors may be called upon if a vacancy occurs on the Board of Directors.

## ARTICLE VI

### MEETINGS

**Section 1: Annual Meeting.** The annual meeting of the corporation shall be held at such time in March as the Board may fix from time to time. At the annual meeting, Directors shall be elected and other business may be transacted, subject to the provisions of these Bylaws. Notice of the annual meeting shall be posted at least seventy-two hours prior to the meeting in a publicly accessible location and on the Corporation's website, in accordance with the requirements of the Ralph M. Brown Act. Each notice shall state the general business to be transacted, and the day, time and place of the meeting.

**Section 2: Board of Directors Regular Meetings.** The Board shall meet quarterly on dates agreed upon by the Board. Notice of regular meetings shall be posted at least seventy-two hours prior to the meeting in a publicly accessible location, and on the corporation's website, if any, in accordance with the requirements of the Ralph M. Brown Act. Each such notice shall state the general business to be transacted, and the day, time and place of the meeting. Business may be transacted at any regular meeting of the Board in accordance with the requirements of the Ralph M. Brown Act.

**Section 3: Board of Directors Special Meetings.** Special meetings of the Board may be called by the President or any three Directors. Notice of special meetings shall be given to each Director stating the time, place, and business to be discussed at least twenty -four hours before the time of the meeting specified in the notice. Notice shall be delivered to the Board personally or by any other means pursuant to Government Code §54956. Notice shall also be posted at least twenty-four hours prior to the meeting in a publicly accessible location, and on the corporation's website, if any, in accordance with the requirements of the Ralph M. Brown Act.

**Section 4: Notice of Meetings.** Notice of all meetings will be given in accordance with the provisions of the Ralph M. Brown Act, Government Code §54950 et. seq. The noticing provisions in these Bylaws shall be subject to any amendments of the Ralph M. Brown Act.

**Section 5: Place of Meetings.** All meetings of the corporation shall be held at such location in the County of Butte as may be determined by the Board.

**Section 6: Telephonic Appearance.** Teleconferencing, as authorized by §54953 of the Ralph M. Brown Act may be used for all purposes in connection with meetings. All requests for a telephonic appearance must be made to the President of the Board at least 72 hours in advance. Board Advisors can make the same request of the President. All votes taken during a teleconferenced meeting shall be by roll call. If teleconferencing is used, the Board shall post the agenda at all teleconference locations and conduct teleconference meetings in a manner that protects the statutory and constitutional rights of the parties or the public appearing before the Board. Each teleconference location shall be identified in the notice and agenda of the meeting, and each teleconference location shall be accessible to the public. During the teleconference, at least a quorum of the members of the Board shall participate from locations within the boundaries of Butte County. The agenda shall provide an opportunity for members of the public to address the legislative body directly pursuant to §54954.3 at each teleconference location.

**Section 7: Quorum.** At any meeting of the Board, five (5) of the Directors of the Board shall constitute a quorum. If less than a quorum is present at a meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice other than announcement at the meeting, until a quorum shall be present. There shall be no voting by proxies or voting by absentia.

## **ARTICLE VII**

### **OFFICERS**

**Section 1: Offices Held.** The officers of the corporation shall be a President, a Vice President, a Secretary, a Treasurer, and such other officers as the Board may from time to time designate. All

officers shall be Directors. Any number of offices may be held by the same person, except that the Secretary and the Treasurer may not serve concurrently as the President.

**Section 2: Election of Officers.** The officers of this corporation shall be chosen annually by the Board and shall serve at the pleasure of the Board, subject to the rights of any officer under any employment contract.

**Section 3: Term.** The President and Vice President shall be elected for a term of one (1) year or until their successors are elected and qualified. The Secretary and Treasurer shall be elected for a term of two (2) years or until their successors are elected and qualified.

**Section 4: Removal of Officers.** Without prejudice to the rights of any officer under an employment contract, the Board may remove any officer with or without cause.

**Section 5: Resignation of Officers.** Any officer may resign at any time by giving written notice to the Board. The resignation shall take effect on the date the notice is received or at any later time specified in the notice. Unless otherwise specified in the notice, the resignation need not be accepted to be effective. Any resignation shall be without prejudice to any rights of the corporation under any contract to which the officer is a party.

**Section 6: Vacancies in Office.** A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed by these Bylaws for normal appointments to that office. However, vacancies need not be filled on an annual basis.

**Section 7: Responsibilities of President.** Subject to the control of the Board, the President shall be the executive officer of the Corporation and shall supervise, direct, and control the Corporation's activities, affairs, officers, and staff. The President shall preside at all meetings of the Board. The President shall have such other powers and duties as the board or the bylaws may require. Additionally, the President shall be authorized to sign checks, drafts, endorsements, notes and evidence of indebtedness of the Corporation issued by the Corporation.

**Section 8: Responsibilities of Vice President.** If the President is absent or disabled, the Vice President, if any, shall perform all duties of the President. When so acting, the Vice President shall have all powers of and be subject to all restrictions on the President. The Vice President shall have such other powers and duties as the board or the bylaws may require.

**Section 9: Responsibilities of Secretary.** The Secretary of the corporation shall have the following responsibilities:

- A. The Secretary shall keep or cause to be kept, at the corporation's principal office or such other place as the Board may direct, a book of minutes of all meetings, proceedings, and actions of the Board, and of committees of the Board. The minutes of meetings shall include the time and place that the meeting was held; whether the meeting was annual, general, or special, and if special, how authorized; the notice given; the names of persons present at Board and committee meetings; and any action taken and the vote or abstention on that action of each Director present for the action.
- B. The Secretary shall keep or cause to be kept, at the corporation's principal office, a copy of the Articles of Incorporation and Bylaws, as amended to date.

- C. The Secretary shall keep or cause to be kept, at the corporation's principal office or at a place determined by resolution of the Board, a record of the Corporation's Directors, showing each Director's name, address, and business represented.
- D. The Secretary shall give, or cause to be given, notice of all meetings that these Bylaws require to be given. The Secretary shall keep the corporate seal, if any, in safe custody and shall have such other powers and perform such other duties as the Board or the Bylaws may require.
- E. The Secretary shall maintain, or cause to be maintained, the corporation's records in accordance with the requirements of the California Public Records Act, Government Code §6250 et seq.

**Section 10: Responsibilities of Treasurer.** The Treasurer of the corporation shall have the following responsibilities:

- A. The Treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and accounts of the corporation's properties and transactions. The Treasurer shall send or cause to be given to the Directors such financial statements and reports as are required to be given by law, by these Bylaws, by the BCTBID Management District Plan, or by the Board. The books of account shall be open to inspection by any Director at all reasonable times.
- B. The Treasurer shall deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the corporation with such depositories as the Board may designate; shall disburse the corporation's funds as the Board may order; shall render to the President and the Board, when requested, an account of all transactions as Treasurer and of the financial condition of the corporation; and have such other powers and perform such other duties as the Board or these Bylaws may require.

**Section 11: Contracts with Directors.** A mere common Directorship does not constitute a material financial interest within the meaning of this Section. No contract or other transaction between the Corporation and one or more of its Directors, or between the Corporation and any domestic or foreign corporation, firm or association in which one or more of the Corporation's Directors has a material financial interest, is either void or voidable because such Director or Directors or such other corporation, business corporation, firm or association are parties or because such Director or Directors are present at the meeting of the Board or a Committee thereof which authorizes, approves or ratifies the contract or transaction if:

- A. The material facts as to the transaction and as to such Director's interest are fully disclosed or known to the Board of Directors and such contract or transaction is approved by the Board of Directors in good faith, with any membership owned by any interested Director not being entitled to vote thereon;
- B. The material facts as to the transaction and as to such Director's interest are fully disclosed or known to the Board or Committee, and the Board or Committee authorizes, approves, or ratifies the contract or transaction in good faith by a vote sufficient without counting the vote of the interested Director or Directors and the contract or transaction is just and reasonable as to the Corporation at the time it is authorized, approved or ratified; or
- C. As to contracts or transactions not approved as provided in A or B above, the person asserting the validity of the contract or transaction sustains the burden of proving that the contract or transaction was just and reasonable as to the Corporation at the time it was authorized, approved, or ratified.



**Section 12: Loans.** The corporation shall not loan any money or property to, or guarantee the obligation of, any Director or officer of the corporation. The corporation may advance money to a Director or officer for reasonable business expenses, provided that the Director or officer is entitled to reimbursement.

## **ARTICLE VIII COMMITTEES**

**Section 1: Establishment.** The Board, by resolution adopted by a majority of the Directors then in office, may create one or more committees, each consisting of two or more Directors, to serve at the pleasure of the Board. Appointments to committees of the Board shall be by majority vote of the Directors then in office. The Board may appoint one or more Directors as alternate members of such committee, who may replace any absent member at any meeting. Any such committee shall have all the authority of the Board, to the extent provided in the Board resolution, except that no committee may do the following:

- A. Fill vacancies on the Board or any committee of the Board;
- B. Fix compensation of the Directors for serving on the Board or any committee;
- C. Amend or repeal Bylaws or adopt new Bylaws;
- D. Amend or repeal any resolution of the Board that by its express terms is not so amendable or repealable;
- E. Create any other committees of the Board or appoint the members of committees of the Board; or
- F. Expend corporate funds to support a nominee for Director if more people have been nominated for Director than can be elected; or
- G. With respect to any assets held in charitable trust, approve any contract or transaction between this corporation and one or more of its Directors or between this corporation and an entity in which one or more of its Directors have a material financial interest, subject to the approval provisions of Corporations Code §5233(d)(3).

**Section 2: Meetings and Actions of Committees.** Meetings and actions of committees shall be governed by, held, and taken under the provisions of these Bylaws concerning meetings and other Board actions, except that the time for general meetings of committees and calling of special meetings of committees may be set either by Board resolution, or if none, by resolution of the committee. Notice of committee meetings will be given in accordance with the provisions of the Ralph M. Brown Act. Minutes of each meeting shall be kept and shall be filed with the corporate records, and in accordance with the provisions of the California Public Records Act.

The Board may adopt rules for governance of any committee as long as the rules are consistent with these Bylaws. If the Board has not adopted rules, the committee may do so.

**Section 3: Ad Hoc Nominations Committee.** Each year the Board may appoint a Nominations Committee composed of at least three (3) Directors. Nominations for Directors shall be submitted in writing to the Nominations Committee not less than 60 days prior to the Annual Meeting. The recommendations of the Nominations Committee shall be submitted to the Board at least 30 days prior to the Annual Meeting, which recommendations will ensure compliance with Article V, Section 4. Election of Directors shall be conducted at the Annual Meeting.

**Section 4: Advisory Committees.** The Board may establish one or more advisory committees. The members of any advisory committee may consist of directors or advisors. Advisory committees may not exercise the authority of the Board to make decisions on behalf of the corporation, but shall be limited to making recommendations to the Board or the Board's authorized representatives and to implementing Board decisions and policies. Advisory committees shall be subject to the supervision and control of the Board.

## **ARTICLE IX**

### **INDEMNIFICATION AND INSURANCE**

#### **Section 1: Indemnification.**

- A. To the fullest extent permitted by law, this corporation shall indemnify its Directors and officers, and may indemnify employees and other persons described in the Corporations Code, including persons formerly occupying such positions, against all expenses, judgments, fines, settlements and other amounts actually and reasonably incurred by them in connection with any "proceeding," as that term is used in the Corporations Code, and including an action by or in the right of the corporation, by reason of the fact that the person is or was a person described in the Corporations Code. "Expenses," as used in these Bylaws, shall have the same meaning as in the Corporations Code.
- B. On written request to the Board by any person seeking indemnification under the Corporations Code, the Board shall promptly decide under that code whether the applicable standard of conduct set forth has been met, and if so the Board shall authorize indemnification.
- C. To the fullest extent permitted by law and except as otherwise determined by the Board in a specific instance, expenses incurred by a person seeking indemnification under these Bylaws in defending any proceeding covered by these Bylaws shall be advanced by the corporation before final disposition of the proceeding, on receipt by the corporation of an undertaking by or on behalf of that person that the advance will be repaid unless it is ultimately found that the person is entitled to be indemnified by the corporation for those expenses.

**Section 2: Insurance.** This corporation shall have the right, and shall use its best efforts, to purchase and maintain insurance to the full extent permitted by law on behalf of its officers, Directors, employees and other agents, to cover any liability asserted against or incurred by any officer, Director, employee, or agent in such capacity or arising from the officer's, Director's, employee's, or agent's status as such.

## **ARTICLE X**

### **RECORDS**

**Section 1: Maintenance.** This corporation shall keep all of the following records, either in written form or in any other form capable of being converted into clearly legible tangible form or in any combination of the two:

- A. Adequate and correct books and records of account; and
- B. Minutes of the proceedings of its Board and committees.

**Section 2: Inspection by Directors.** Every Director shall have the absolute right, at any reasonable time, to inspect the corporation's books, records, and documents of every kind, and to inspect the physical properties of the corporation. The inspection may be made in person or by the Director's agent or attorney. The right of inspection includes the right to copy and make extracts of books, records, and documents of every kind.

**Section 3: Articles and Bylaws.** This Corporation shall keep, at its principal office, the original or a copy of the Articles of Incorporation and Bylaws, as amended to the current date, that shall be open to inspection by Directors at all reasonable times during office hours.

**Section 4: Annual Reports.** The Treasurer of the corporation shall prepare and submit, or cause to be prepared and submitted, the following annual reports. The Treasurer shall keep, or cause to be kept, copies of all annual reports with the corporation's records. The two reports may be combined into one all-inclusive document.

- A. BCTBID Annual Report. The BCTBID annual report will be prepared and submitted in accordance with the provisions of Streets and Highways Code §36650 and the BCTBID Management District Plan.
- B. Corporation Annual Report. The Corporation annual report shall be prepared within 120 days after the end of the corporation's fiscal year. This section shall not apply if the corporation receives less than \$10,000 in gross revenues or receipts during the fiscal year. The report shall contain the following information in appropriate detail:
  - 1. A balance sheet as of the end of the fiscal year, an income statement, and statement of cashflows for the fiscal year, accompanied by an independent accountant's report, or if none, by the certificate of an authorized officer of the corporation that they were prepared without audit from the corporation's books and records;
  - 2. A statement of the place where the names and addresses of current Directors are located; and
  - 3. Any other information required by these Bylaws or the Board.

**Section 5: Annual Statement.** As part of the annual report, or as a separate document if no annual report is issued, the corporation shall annually prepare and mail, deliver or send by electronic transmission to its Directors a statement of any transaction or indemnification of the kinds in subparagraph B below within 120 days after the end of the corporation's fiscal year.

- A. The statement shall include:
  - 1. A brief description of the transaction;
  - 2. The names of interested persons involved and their relationship to the corporation;
  - 3. The nature of interested persons in the transaction;
  - 4. The amount of the interested persons' interest, except that in a partnership in which such person is a partner, only the partnership interest need be stated.
- B. Transactions included in the statement shall be those transactions:
  - 1. To which the corporation or its subsidiary was a party;

2. Which involved more than \$50,000 or was one of a number of such transactions with the same person involving, in the aggregate, more than \$50,000; and
3. In which either of the following interested persons had a direct or indirect material financial interest (a mere common Directorship is not a material financial interest):
  - a. Any Director or officer of the corporation;
  - b. Any holder of more than 10 percent of the voting power of the corporation.

## **ARTICLE XI**

### **OPERATIONS AND ADMINISTRATION**

**Section 1: Fiscal Year.** The fiscal year of the corporation shall begin on January 1 and end on December 31 of each year.

**Section 2: Funds.** All funds of the corporation shall be deposited in such banks, trust companies, or other reliable depositories as the Board from time to time may determine. All checks, drafts, endorsements, notes and evidence of indebtedness of the corporation shall be signed by such officers or agents of the corporation and in such manner as the Board may determine from time to time. Endorsements for deposits to the credit of the corporation shall be made in such manner as the Board may determine from time to time.

**Section 3: Contracts.** The President or any other officer or agent specifically authorized by the Board may, in the name of and on behalf of the corporation, enter into those contracts or execute and deliver those instruments that are specifically authorized by the Board. Without the express and specific authorization of the Board, no officer or agent may enter into any contract or execution or deliver any instrument in the name of or on behalf of the corporation.

**Section 4: Brown Act Compliance.** To the extent that the Corporation is subject to the open meeting requirements of the Ralph M. Brown Act, then the Board will comply with the provisions of Government Code §54950 through and including §54961. Accordingly, the Owner's Association shall publicly report any action taken and the vote or abstention on that action of each Director present for the action. To the extent that any provisions of these Bylaws are inconsistent with the Ralph M. Brown Act, the provisions of said Act shall prevail. In the event the Corporation is not required to comply with the Brown Act, then the Board will not endeavor to meet the requirements of the Brown Act.

## **ARTICLE XII**

### **AMENDMENT**

Except as otherwise provided herein, and subject to the power of Directors to amend or repeal the Bylaws, these Bylaws may be altered, amended or repealed and new Bylaws may be adopted by an affirmative vote of a majority of the Directors present at any regular or special meeting, a quorum being assembled, provided that written notice of such meeting, setting forth in detail the proposed revision(s) and explanation(s) therefore, be given not less than 7 days prior to such meeting.

## **CERTIFICATE OF SECRETARY**

I, \_\_\_\_\_, certify as follows:

1. I am the duly elected and acting Secretary of Explore Butte County, a California Nonprofit Mutual Benefit Corporation;
2. That these Bylaws, consisting of 12 pages, inclusive, are the Bylaws of the corporation as adopted by the Board of Directors on \_\_\_\_\_ 2015;
3. That these Bylaws have not been amended or modified since that date.

\_\_\_\_\_, Secretary

# BOOK DIRECT

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# JACKRABBIT SYSTEMS, INC.

PROVIDING SOFTWARE SOLUTIONS THAT GENERATE  
PURPOSE-DRIVEN INSIGHTS Since 2005

- **Book › Direct** technology is used by more than 240 DMO websites in U.S., Canada & Caribbean
- Launched **Insight › Direct** in 2015, a robust intelligence reporting platform
- 307 direct connections to hotel reservation engines
- 60,000+ lodging in the JackRabbit network
- **Meta › Direct** advertising platform partnered with Google HPA, TripAdvisor, Trivago and SkyScanner for strategic meta channel distribution
- Acquired **Zerista**, the ultimate event app, in 2016 and shortly after released **Event › Direct**, adding a complete city guide to the Zerista app



# THE NON-BOOKING ENGINE, CONTENT ENGAGEMENT PLATFORM FOR DMOs

Our goal is to outline and demonstrate why we believe Book › Direct, our non-booking engine, is the best possible solution for your destination

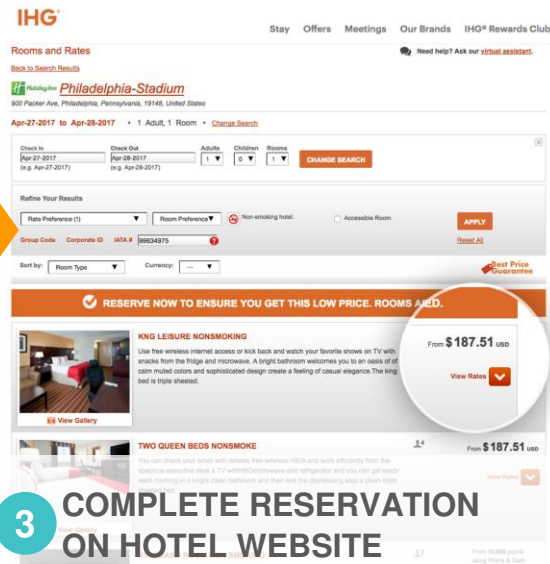
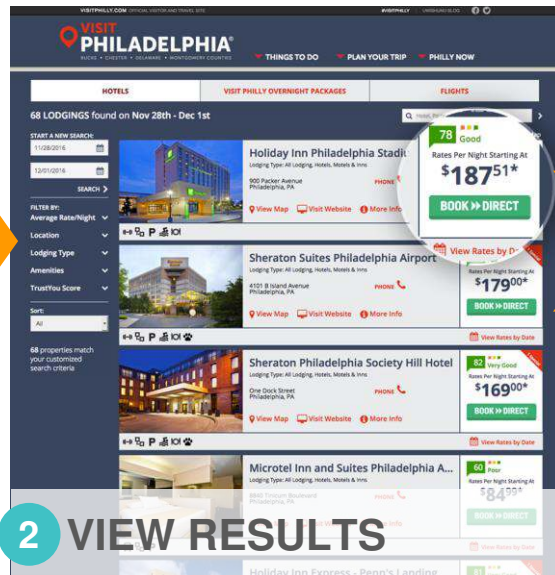
## Why a non-booking engine?

- Dynamic Availability & Live Rates content deepens engagement and enhances trip planning
- Drives only direct referrals leading to direct bookings – brings lodging directory listings ‘alive’
- Responsive template for all screen sizes – greatly increases engagement on mobile devices
- Real-time Data reporting and metrics of search & referral behavior, engagement, ROI, etc.
- No inventory management required by lodging in GDS or in 3<sup>rd</sup> party booking extranet
- No booking service fees or agency commissions to hotels & lodgings
- Free online reservation engine provided for lodging partners without a system
- Bottom line? Dynamic Availability & Rates content drives 3-5Xs greater engagement and dollars to your market



# JACKRABBIT'S 100% DIRECT BOOKING MODEL

70.6% OF ROOM NIGHTS BOOKED IN Q1 OF 2017 WERE DONE SO THROUGH DIRECT CHANNELS, COMPARED TO ONLY 29.4% THROUGH THIRD PARTY OTA & GDS CHANNELS



Source: TravelClick

# EARNED, OWNED AND PAID CHANNELS

OWNED

**BOOK » DIRECT**

DMO Website

EARNED

**BOOK » DIRECT**

Facebook App

**INSIGHT » DIRECT**

OWNED

**EVENT » DIRECT**

Custom Event Website &  
Mobile App

PAID

**META » DIRECT**

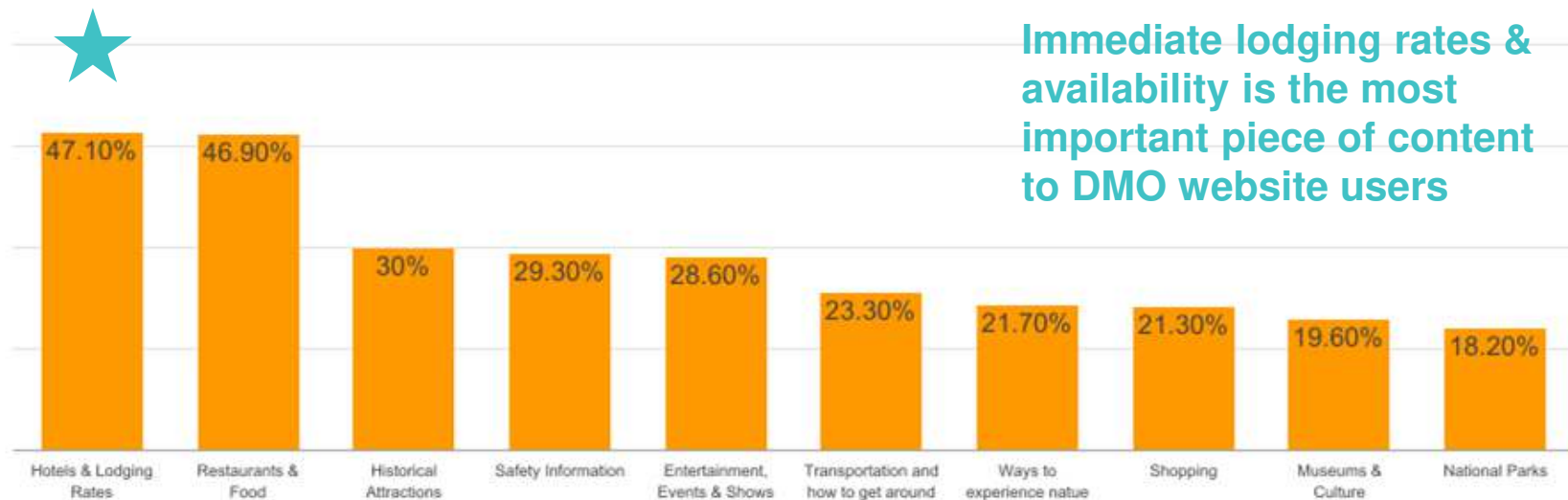
Google • Trivago •  
TripAdvisor • SkyScanner

# THE IMPORTANCE OF DYNAMIC AVAILABILITY & LIVE RATES CONTENT ON DMO SITES

# DESTINATION SELECTION

## THE IMPORTANCE OF CONTENT

“What types of travel content are the most important in helping you decide to visit a destination?”

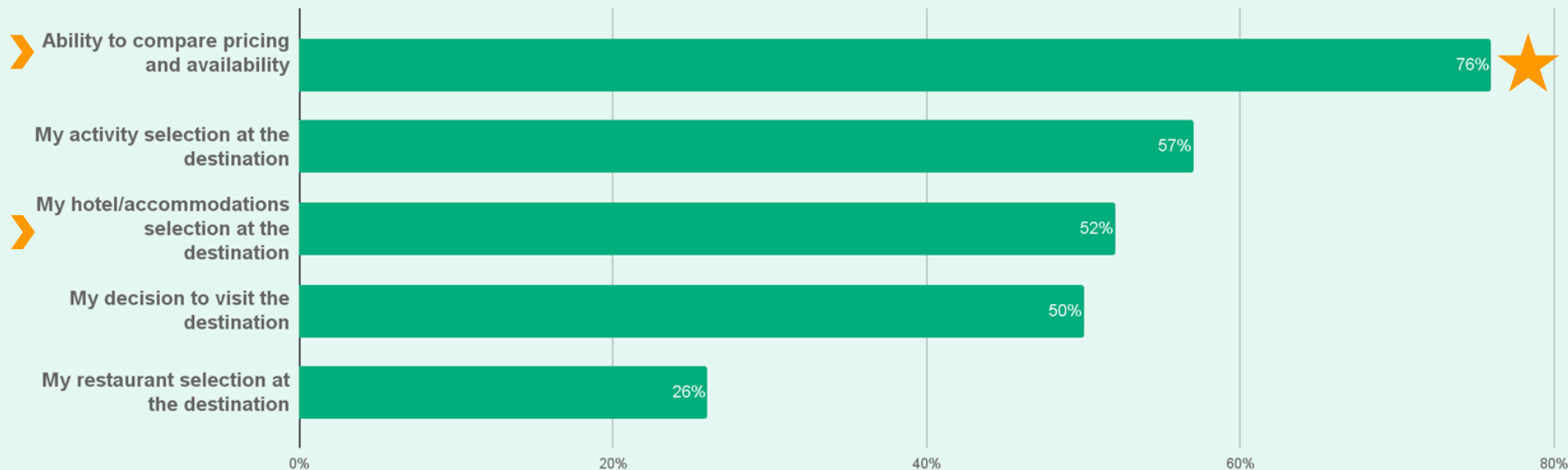


Source: Destination Analysts, January 2016 Study

# DMO WEBSITE VISITOR RESEARCH

## TRAVEL ACTION TAKEN AND IMPORTANT FEATURES FOR A DMO WEBSITE

### Accommodations, activities, and Comparison shopping top the list!



Base: DMO Users Source: PhoCus Wright's Destination Marketing: Understanding the Role and Impact of Destination Marketers

# MOST IMPORTANT TRAVEL WEBSITE FEATURES

CONSUMERS DEMAND DYNAMIC RATES & AVAILABILITY CONTENT ON TRAVEL WEBSITES

- **Able to immediately check lowest rates**
  - Lowest price/rate guarantee
  - Photos of rooms/facilities
- **Easy to use booking feature**
- **Ability to compare rates of multiple suppliers**
  - Photos of the destination area
  - Ability to preview room locations
  - Ability to check last minute availability
  - Ability to download coupons for savings
  - User-generated reviews

83%



80%

78%

74%

73%

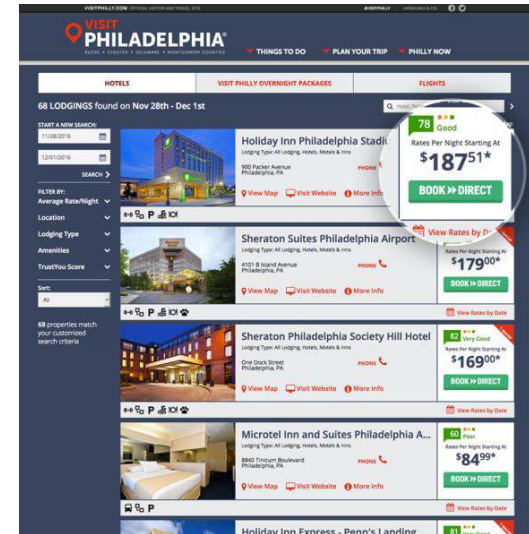
73%

68%

62%

58%

51%

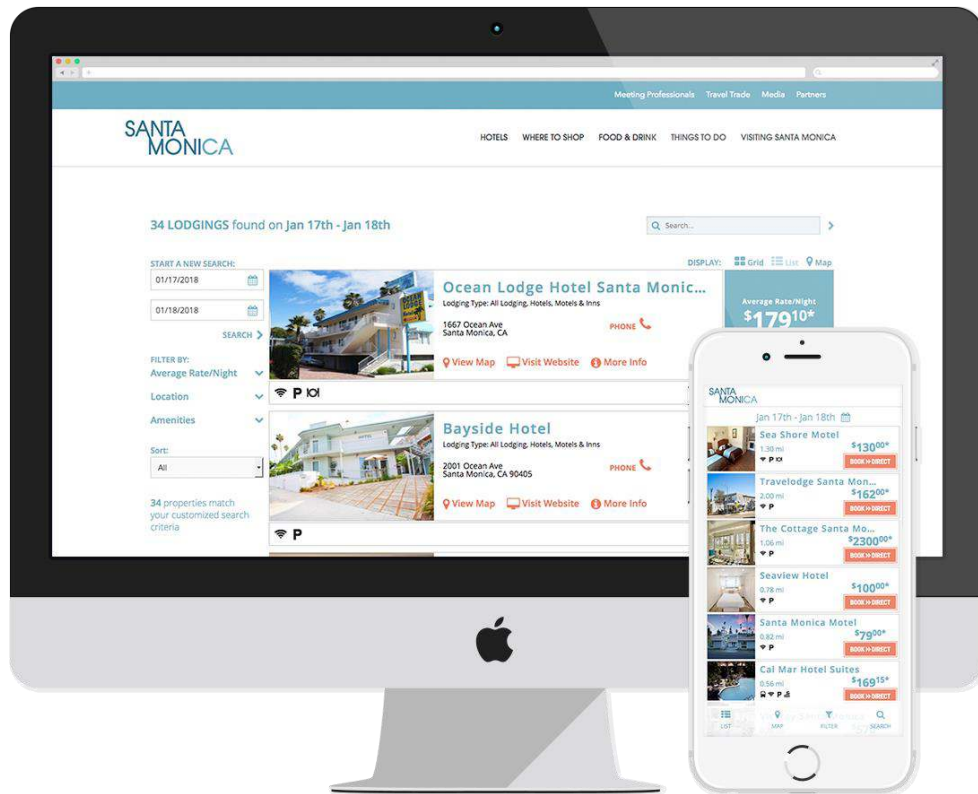


**Source:** MMGY/Harrison Group,  
Portrait of an American Traveler

# DMO WEBSITE VISITOR ENGAGEMENT WITH JACKRABBIT'S PLATFORM

# DESTINATION WEBSITE CONTENT VISITORS UTILIZE MOST

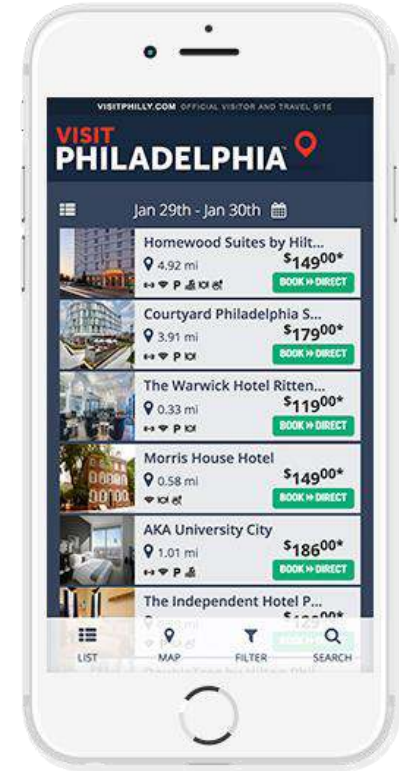
- Book › Direct is the best online technology to help your destination combine the stories, connections and adventures your visitors crave with the availability and live rates they need to make a decision.
- Nearly **18%** of DMO visitors go on to use JackRabbit's Book › Direct platform to book their stay.





# HOW BOOK › DIRECT ALIGNS WITH TOP OF THE FUNNEL ENGAGEMENT

- For leisure and bleisure travelers, **the first step** in planning a vacation or extended getaway is to **research the destinations that align with their travel budget**.
- Book › Direct is the most in-depth content engagement tool for destination websites on both mobile and desktop devices. And the data proves it:
  - ◆ On average, **visitors review 45 properties** before moving on to a lodgings' reservation engine. They **spend twice the amount of time** reviewing Book › Direct results as they do the main DMO site.
  - ◆ On Avg. **17.64%** of DMO visitors utilize Book › Direct to search for their desired travel dates.
  - ◆ Over 93% of searches generate highly qualified referrals to lodging sites.
  - ◆ Bounce rates are on average 10Xs lower on JackRabbit's platform compared to the DMOs website and lodging directory listing pages.



# ENGAGEMENT REPORT

## DMO Website vs Book › Direct Platform

### DURATION

### DEVICE BREAKDOWN

### ENGAGEMENT

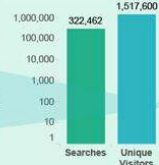
### BOUNCE RATE

## BOOK › DIRECT ENGAGEMENT REPORT

### YOUR WEBSITE

#### ENGAGEMENT

Unique Visitors\* 1,517,600  
 Searches 322,462  
 Unique Visitor to Search Ratio 21.25%  
 Global Visitor to Search Ratio 17.46%  
 Bounce Rate\* 55.6%  
 Global Bounce Rate\* 48.8%



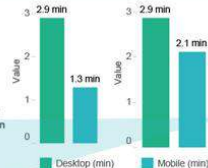
### BOOK › DIRECT RESULTS

#### ENGAGEMENT

Desktop: 32.4 Properties Viewed on Average  
 Mobile: 28.5 Properties Viewed on Average  
 Global Desktop: 45.6 Properties Viewed on Average  
 Global Mobile: 45.3 Properties Viewed on Average  
 Bounce Rate 14.67%  
 Global Bounce Rate 14.16%

#### DURATION

Overall Time on Site: 2.1 min  
 Desktop Time on Site: 2.9 min  
 Mobile Time on Site: 1.3 min  
 Global Overall Time on Site: 1.4 min  
 Global Desktop Time on Site: 2.5 min  
 Global Mobile Time on Site: 0.4 min



#### DURATION

Overall: 2.4 min  
 Desktop: 2.9 min  
 Mobile: 2.1 min  
 Global Average Overall: 3.3 min  
 Global Desktop Average: 4.0 min  
 Global Mobile Average: 2.8 min

#### DEVICE BREAKDOWN

47.57% Desktop  
 52.43% Mobile  
 Global Average on Desktop 37.34%  
 Global Average on Mobile: 62.66%



#### DEVICE BREAKDOWN

Desktop: 78.1%  
 Mobile: 21.9%  
 Global Average on Desktop 42.9%  
 Global Average on Mobile 67.1%

#### TOP OUTGOING LINKS FROM DMO SITE\*

expedia.com 27.1%  
 tripadvisor.com 7.7%  
 booking.com 5.8%  
 lastminute.com 1.8%  
 hotels.com 1.1%  
 travelocity.com 1.0%

#### TOTAL REFERRALS TO PROPERTIES: 165,008

Overall Search to Referral Ratio: 51.17%  
 Desktop: 56.32%  
 Mobile: 36.61%

#### GLOBAL SEARCH TO REFERRAL RATIOS

Overall: 93.67%  
 Desktop: 179.02%  
 Mobile: 29.66%

\*Data provided by SimilarWeb

**BOOK › DIRECT**  
 powered by searchland 9%

#### INDUSTRY TREND

In Oct 2016, 63.7% of all leisure travelers used mobile phones to book travel. This is up 14.1% from the year prior.

-Destination Analysts

# ENGAGEMENT REPORT

## Lodging Directory vs Book › Direct Search Results

ENGAGEMENT  
BOUNCE RATE

DURATION

DEVICE  
BREAKDOWN

### BOOK › DIRECT ENGAGEMENT REPORT

Start Date  
1/1/2017

End Date  
12/31/2017

#### LODGING DIRECTORY

##### ENGAGEMENT

DMO Website Network Bounce Rate: 35.82%  
Network Visitor to Search Ratio: 17.46%



#### BOOK › DIRECT RESULTS PAGE

##### ENGAGEMENT

Book › Direct Network Bounce Rate: 13.15%  
Book › Direct Network Desktop: 45.6 Properties Viewed  
Book › Direct Network Mobile: 45.3 Properties Viewed



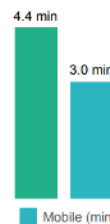
##### DURATION

DMO Website Network Overall: 5.2 min  
DMO Website Network Desktop Average: 5.5 min  
DMO Website Network Mobile Average: 5.0 min



##### DURATION

Book › Direct Network Overall: 3.6 min  
Book › Direct Network Desktop Average: 4.4 min  
Book › Direct Network Mobile Average: 3.0 min



##### DEVICE BREAKDOWN

DMO Website Network Desktop Average: 58.2%  
DMO Website Network Mobile Average: 41.8%



##### DEVICE BREAKDOWN

Book › Direct Network Desktop: 44.1%  
Book › Direct Network Mobile: 55.9%



##### REFERRALS

DMO Website Network Referral to Users Ratio: 9.51%

##### REFERRALS

Book › Direct Network Referral to Users Ratio: 126.60%

# HOTELS WANT DIRECT BOOKINGS

# HOTELS ARE DEMANDING DIRECT BOOKINGS

- Hilton and Marriott have both funded marketing campaigns aimed directly at consumers, appealing them to “stop clicking around” and telling them “it pays to book direct”
- “This is the year that they have all stood up and said “We’re going to spend millions to educate consumers and tell them direct booking is better,” said TripTease’s Osmond
- Hilton’s “Stop Clicking Around” global marketing campaign, its largest ever, which represented the company’s entry into the direct booking wars against third-party distribution sites and OTAs

**“For a lot of guests, direct booking is preferable:** They know who they are dealing with, we get rich data, create and engage them with the brand and obviously, again, **for owners it’s much more profitable”**

– IHG CEO, Richard Solomons, Feb. 28, 2017

**“Hotel CEOs aren’t slowing down their push for direct bookings”**

– Deanna Ting, Skift, Feb. 28, 2017

**STOP CLICKING AROUND**

NOW, BOOK AT HILTON.COM TO GET THE LOWEST PRICE ANYWHERE AND FREE WI-FI.\* SO START INDULGING.

It pays to **Book Direct™**

See why direct is better.

**THE PROPOSAL**

**THE SCENIC ROUTE**

**Subscribe** to our channel

Source: Skift.com - August 2, 2016 “This is How Hotels Could Win the Direct Booking Wars”

# DIRECT BOOKINGS HAVE 76.5% HIGHER HOTEL AVERAGE RESERVATION THAN 3RD PARTY CHANNELS

THE AVERAGE BOOKING VALUE ON HOTEL WEBSITES NEARLY DOUBLE THAT OF THIRD-PARTY CHANNELS

- The average 3<sup>rd</sup> party OTA booking is \$340 VS \$600 for direct booking (76.5% higher)
- Properties receive almost double for accommodations booked via their own direct website than via OTAs and other third-party channels
- Direct bookings not only achieve higher value overall but there is **no commission payable** on them so they are much more profitable

**Source:** SiteMinder study of 43.5 million reservations over 12 months that generated US \$16 billion in revenue for 22,000 hotel customers around the world.

CONSUMERS HIGHLY PREFER  
BOOKING DIRECT

# HOTEL GUESTS SATISFACTION STUDY

## BOOK DIRECT VS. BOOKING WITH AN OTA

### DIRECT BOOKING

VS.

### BOOKING WITH AN OTA

- Customers were **45 points more** satisfied than those who booked via an OTA.
- Guests tend to:
  - ◆ Be less price sensitive
  - ◆ Have higher levels of satisfaction with their stay
  - ◆ Be more loyal to hotel brands
  - ◆ Report less problems
- Hotel rewards members are far more likely to book directly with a hotel or on a loyalty member site than those who are not members (75% vs. 47%, respectively), and their satisfaction is higher.

- Guests are more likely to experience a problem and to be less satisfied with their stay.
- Guests tend to:
  - ◆ Be more price sensitive
  - ◆ Have lower levels of satisfaction with their stay
  - ◆ Are less loyal to hotel brands
  - ◆ Report more problems, compared with guests who book through the hotel website or call the hotel directly.

Source: North American Hotel Guest Satisfaction Index Study, J.D. Powers



# RESEARCH SUGGESTS BOOK › DIRECT

Visitors want to  
book direct

Hotels want  
direct booking



DMOs engage visitors and increase  
travel spending your market

# THE VALUE OF DIRECT BOOKING TO DMOs AND THEIR HOTEL/LODGING PARTNERS

# VALUE OF DIRECT HOTEL BOOKINGS TO YOUR MARKET

## A DIRECT BOOKING CONSUMER

- **Ancillary Revenue:** Spends 38% more in your market than an OTA customer\*
- **Repeat Stay Revenue:** 100% more than OTA customers
- **Average Length of Stay and ADR to Your Lodgings:** Worth 25% more than OTA customers
- **OTA Fees and Commissions:** Saves your lodging partners 15-25%
- **Lodging Tax:** Keep 100% in your market



Source: American Hotel & Lodging/Smith Travel Research

# BOOK › DIRECT FEATURES AND ADD-ON OPTIONS

# RESPONSIVE SEARCH RESULTS WITH LIVE RATES



## Our responsive UI!

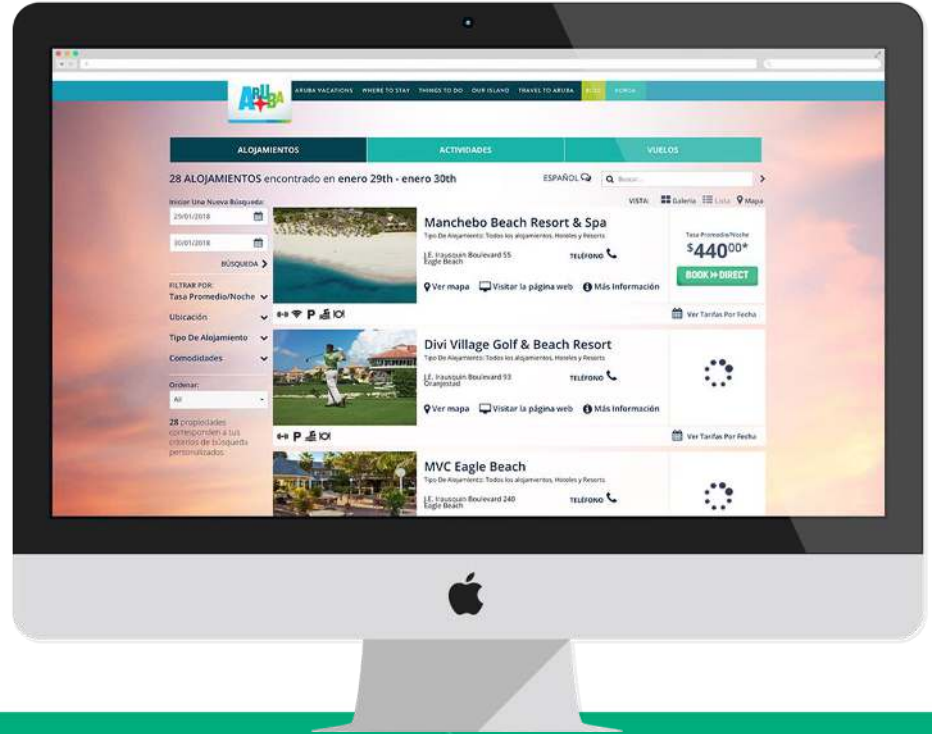
- Fully responsive optimized for visitors to view your search results seamlessly on any device
- Completely customized to match your website, and a super-fast load time keeps visitors on your site
- Live Real Time Rates to provide your visitors with the best content to trigger action to plan their trip(s)
- Mobile activity increased over 500% from 2016 through 2017



# LIVE RATES

ALLOWS BOOK › DIRECT'S SYSTEM TO PROVIDE NIGHTLY RATES & AVAILABILITY IN REAL-TIME

- Launched August, 2017 after 18 months of development
- Provides a better consumer experience in displaying better rate accuracy & functionality
- Projected to increase booking conversion rates across our Book › Direct Network



# TEASER WIDGET

INCLUDED AS PART OF A STANDARD BOOK › DIRECT PACKAGE

Want to provide a different call to action for your DMO website visitors to find lodging in specific markets?

JackRabbit can now display rates within the widget to showcase rates for a specified time period each month.

## Additional Uses:

Use this widget with unique campaign tags to add to content pages of your site.



### Fun for Kids

Whether it's an adventure in one of the city's many parks, or an afternoon at a kid-friendly attraction, Springfield proves to be a great place to be a kid!



### Route 66

Get your kicks on Route 66 by visiting these points of interests along the historical Mother Road in Springfield.



### Pet Friendly

Pets Welcome.

## Book a Room

Average Nightly Rates by Month

Economy

\$53.93

\$109.65

\$119.00

Luxury

\$175.00

\$189.00

\$225.00

September

October

November

Search Hotels



### Nightlife

Springfield's nightlife scene has something for



### Locally Owned

Crafted and established in Springfield, Missouri, these



### Group Excursions

From guided group tours to group-friendly attractions,

# JRES

## FREE RESERVATION ENGINE



Links:

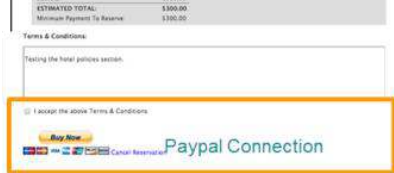
→ [Live Demo](#)

→ [Overview Document](#)

Consumer selects dates

Rates and availability displayed

Contact info and \$\$ collected

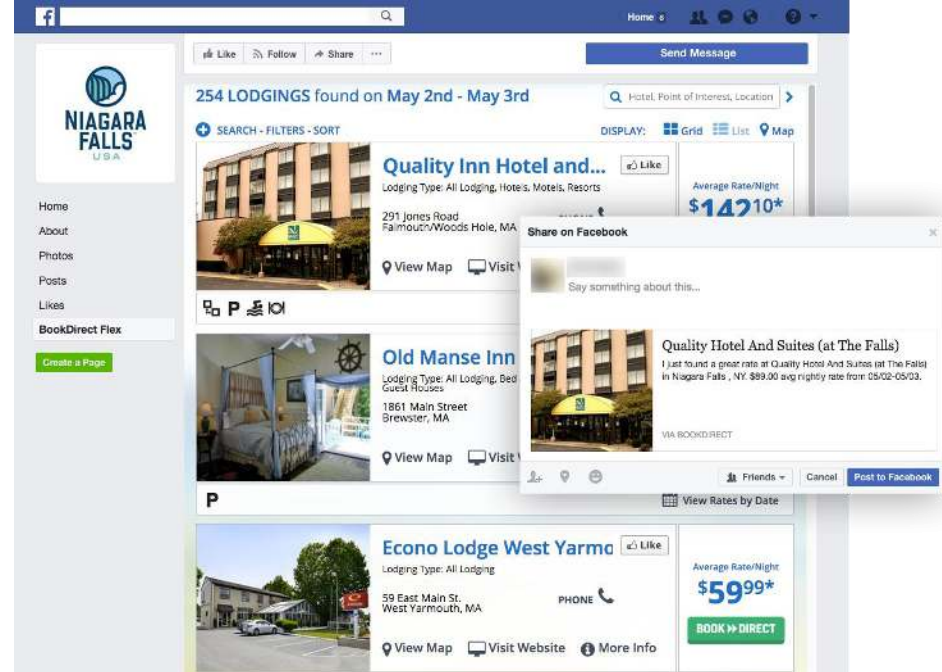




# BOOK › DIRECT FACEBOOK APP

JackRabbit has implemented technology to insert our Book › Direct engine directly into your Facebook environment, allowing all 'Fans who 'Like' your Facebook page, to search for lodging rates and availability, and directly book with any and all of your lodging partners

- Book › Direct Search form embedded in pages
- Search results within DMO Facebook page
- 'Like' button to facilitate viral marketing
- DMO promote in the Facebook community
- Increase user engagement when you feature a hotel story in Facebook



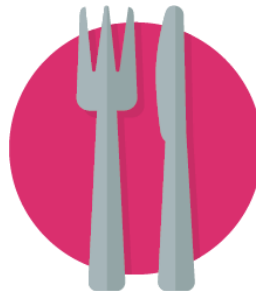
# MIX & MATCH OPTIONAL EXTENSION ENGINES



**Special Offers &  
Packages**



**Events &  
Attractions**



**Restaurants with  
OpenTable**



**Flights with  
Skyscanner**



**Interstitial &  
Retargeting**



**Reviews with TrustYou  
and TripAdvisor**



**Vacation Rental  
Engine**



**Airbnb  
Integration**

# ADVERTISING - INTERSTITIAL & RETARGETING

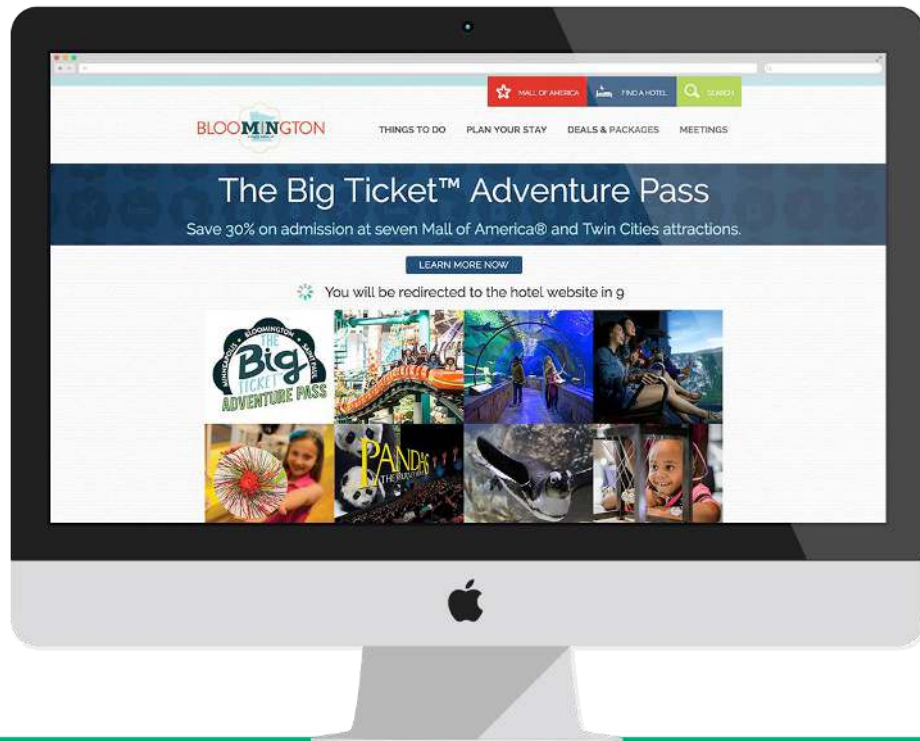
POSITION YOUR INTERSTITIAL TO PROMOTE SPECIAL EVENTS AND ATTRACTIONS IN YOUR MARKET, OR EXTENDED STAY OFFERS AND DRIVE VISITORS BACK TO YOUR DMO WEBSITE

## In-market example:

Bloomington, MN CVB

→ [Live Demo](#)

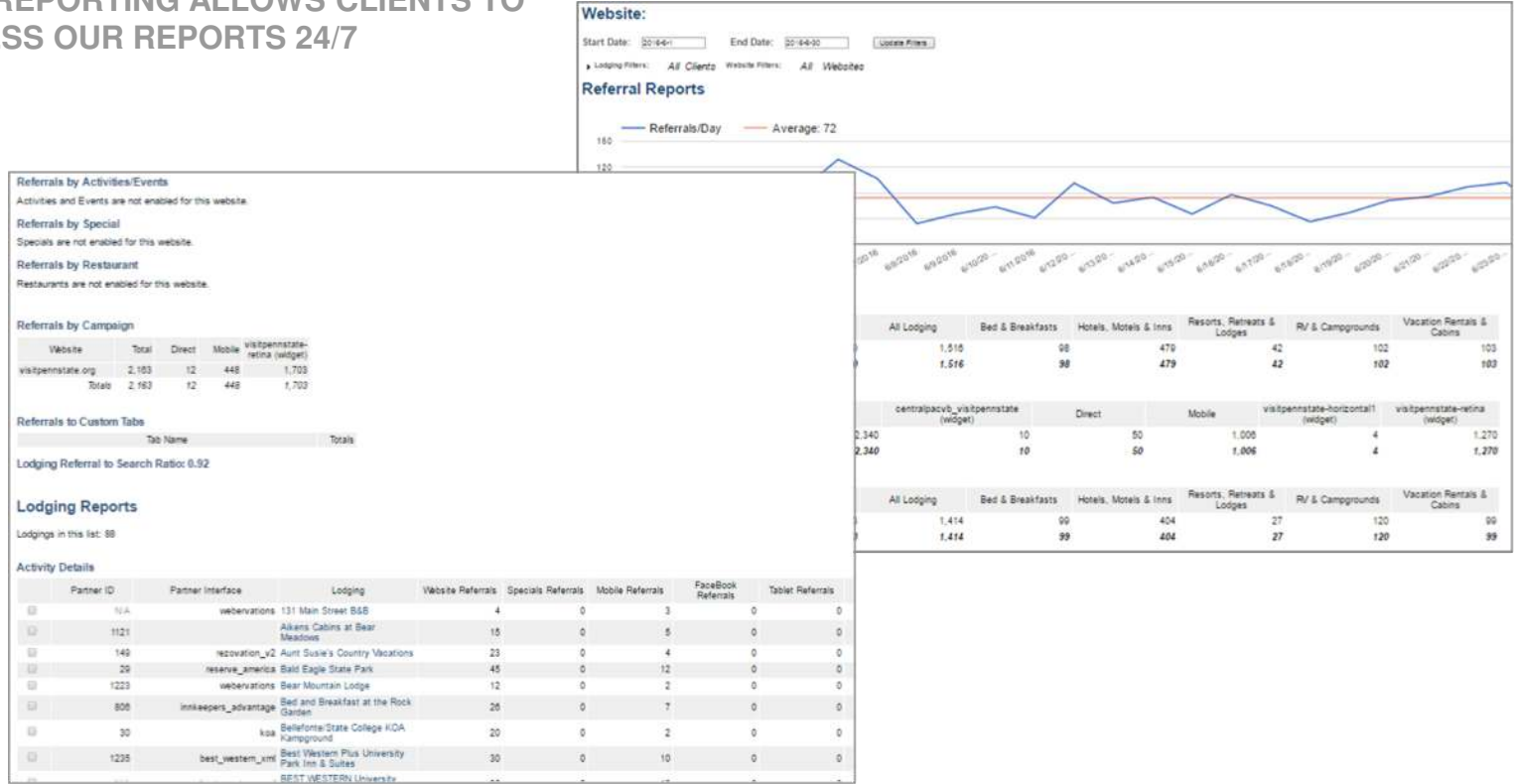
Click on the link above to experience the DMO brand delivery. Click anywhere on the interstitial to engage DMO brand.



# ANALYTICS AND METRICS INSIGHT DATA REPORTS

# STANDARD ONLINE REPORTING AND METRICS

OUR STANDARD REPORTING ALLOWS CLIENTS TO LOGIN AND ACCESS OUR REPORTS 24/7



# INSIGHT › DIRECT

## NEW BUSINESS INTELLIGENCE AND CONVERSION TRACKING

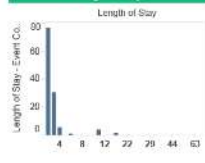
Robust tourism and hospitality marketing intelligence solution that transforms consumer travel data into meaningful insights and reports.

### Performance Summary

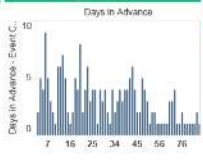
A breakdown of search, referral and conversion data for the given timeframe.

Avg. Cost Per Referral	\$0.34
Avg. Referrals Per Booking	18.65
Referral to Booking CVR	5.36%
Est. Avg. Cost Per Booking	\$6.28
Est. Avg. Booking Amount	\$406.28
Cost Per Reservation	1.5%
Searches	239,042
Search to Referral Ratio	72.25%
Total Referrals	172,722
Est. Bookings	9,263
Est. Total Spend	\$58,158.90
Est. Booking Revenue	\$3,763,143.42
Est. ROI	64.7
	8470%
Avg. Advance Stay in Days	52.17
Avg. Length of Stay in Days	3.19
Avg. Daily Rate	\$226.22
	\$147.57

#### Length of Stay



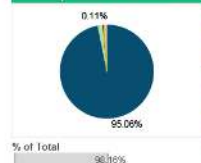
#### Days in Advance



#### Gender and Age



#### Top 10 Referral Countries



Start Date  
1/1/2015

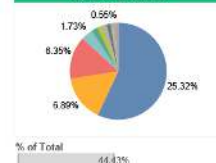
End Date  
12/31/2016

License Fee  
\$36,000.00

Site  
insight.com

Lodging Categories  
All

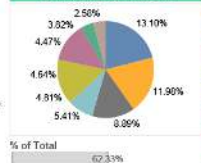
#### Top Referral US Cities



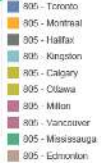
#### Site Id - City



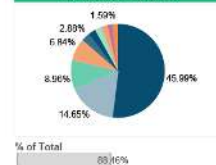
#### Top 10 Referral Canadian Cities



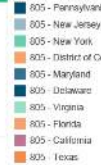
#### Site Id - City



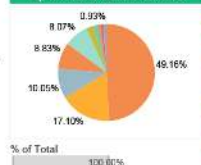
#### Top 10 Referral US States



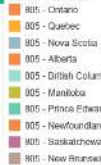
#### Site Id - US State



#### Top 10 Referral Canadian Provinces



#### Site Id - Province



Of the 81 properties that are listed, 63 have live rates and availability and 70 of the properties with live rates and availability have conversion tracking

# BOOK › DIRECT CONTENT ENGAGEMENT FOR PARTNERS

(Report Provided Monthly)

BOOK › DIRECT

## ENGAGEMENT REPORT

Site  
JackRabbit DMO Client

Start Date  
1/1/2017

End Date  
12/31/2017

### YOUR WEBSITE

#### ENGAGEMENT

Unique Visitors\* 725,037  
Searches 152,368  
Unique Visitor to Search Ratio 21.02%  
Global Visitor to Search Ratio 16.92%



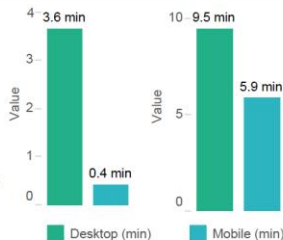
### BOOK › DIRECT SEARCH RESULTS

#### ENGAGEMENT

Desktop: 75.0 Properties Viewed on Average  
Mobile: 96.1 Properties Viewed on Average  
Global Desktop: 45.6 Properties Viewed on Average  
Global Mobile: 45.3 Properties Viewed on Average

#### DURATION

Overall Time on Site 2.0 min  
Desktop Time on Site 3.6 min  
Mobile Time on Site 0.4 min  
Global Overall Time on Site: 1.4 min  
Global Desktop Time on Site: 2.5 min  
Global Mobile Time on Site: 0.4 min



#### DURATION

Overall: 7.1 min  
Desktop: 9.5 min  
Mobile: 5.9 min  
Global Average Overall: 3.3 min  
Global Desktop Average: 4.0 min  
Global Mobile Average: 2.8 min

#### DEVICE BREAKDOWN

43.09% Desktop  
56.91% Mobile  
Global Average on Desktop 37.34%  
Global Average on Mobile: 62.66%



#### DEVICE BREAKDOWN

Desktop 56.0%  
Mobile 44.0%  
Global Average on Desktop 42.9%  
Global Average on Mobile 57.1%



#### TOP OUTGOING LINKS FROM DMO SITE\*

visitestestpark.bookdirect.net	9.1%
nps.gov	5.7%
tools.jackrabbitsystems.com	6.8%
dellaterramountainchateau.com	1.8%
esteswildwoodinn.com	0.7%
romanticcriversong.com	0.4%

\*Data provided by SimilarWeb

**BOOK › DIRECT**  
POWERED BY JACKRABBIT

#### TOTAL REFERRALS TO PROPERTIES: 511,747

Overall Search to Referral Ratio: 335.86%  
Desktop: 682.35%  
Mobile: 66.35%

#### GLOBAL SEARCH TO REFERRAL RATIOS

Overall: 93.98%  
Desktop: 179.02%  
Mobile: 29.66%

#### INDUSTRY TREND

In Oct 2016, 63.7% of all leisure travelers used mobile phones to book travel. This is up 14.1% from the year prior.

-Destination Analysts

# INVESTMENT AND IMPLEMENTATION



# LODGING DEMAND & INSIGHTS

## FOR BUTTE COUNTY CA

### Lodging demand on keywords for Butte County CA



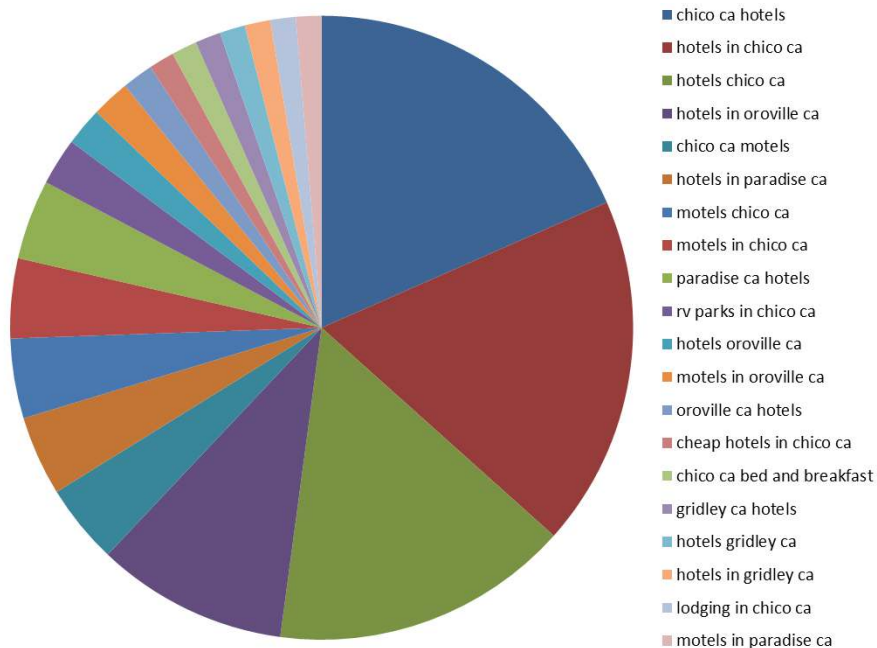
**Value:** Google average cost per click/referral  
\$3.04

**Ranking:** explorebuttecounty.com ranks #1  
organically on “Butte County CA Hotels”

**KWD for Lodging:** 24,197 average monthly  
searches

**Traffic Share:** Mobile 73.8%, Desktop 26.2%

### Top 20 converting lodging keywords for Butte County CA



# PROPOSED INVESTMENT

THE PROPOSED INVESTMENT FOR [explorebuttecounty.com](https://explorebuttecounty.com) IS OUTLINED BELOW

**Book Direct Core annual license:** \$11,895 (includes mobile, facebook application, JReS (Free) Reservation Engine and 24/7 online access to standard reports + Insight › Direct Summary report (see below)).

**One-time Setup cost:** \$1,500 + \$20 per connection/listing (For lodging or Activities) = \$2,320 one-time implementation fee for 41 lodgings

## Options:

---

- **Additional engines:** \$1,500 annual license per year, each (Set-up Cost TBD)
  - Flights
  - Activities and Attractions (up to 25)
  - Special Offers and Packages (up to 25)
  - Restaurants (up to 100)
  - Vacation Rentals
- **Airbnb Integration** Extension \$TBD
- **Retargeting:** TBD
- **Insight › Direct - business intelligence** (Tier 4)
  - Annual frequency = \$2,500 annually
  - Bi-annual frequency = \$3,000 annually
  - Quarterly frequency = ~~\$4,000 annually~~ **(Included)**
- **Interstitial ad costs - annual programs:**
  - \$1,000 for one creative for the entire annual period
  - \$1,500 for up to 4 creatives for the annual period
- **Additional connections** can be added after set-up at \$75 per connection/listing
- **Partner sites:** \$1,200 each annually

# THANK YOU!

**SHAWN MCKEOWN**

[smckeown@jackrabbitsystems.com](mailto:smckeown@jackrabbitsystems.com)

(952) 884-4207

Opportunity Name Explore Butte County - Book Direct

Created Date 6/8/2018

Created By Shawn McKeown

Contact Name Carolyn Denero

Bill To Name Explore Butte County

Phone (209) 298-2956

Bill To P.O. Box 2154

Email carolyn@explorebuttecounty.com

Chico, CA

Website http://explorebuttecounty.com

Product	Line Item Description	Quantity	Sales Price	Total Price
Set-up	One-time Fee	1.00	\$1,500.00	\$1,500.00
Connections/Listings	One-Time Fee	41.00	\$20.00	\$820.00
Book Direct Core 2	Annual License Fee	1.00	\$11,895.00	\$11,895.00
BD-Facebook	Included with Core	1.00	\$0.00	\$0.00
BD-Mobile	Included with Core	1.00	\$0.00	\$0.00
Data Analytics	Online Access to Data (included with core)	1.00	\$0.00	\$0.00
Insight Direct Summary	Quarterly Reports (Included with Core)	1.00	\$0.00	\$0.00
Total Price			\$14,215.00	

Payment Terms:

Special Terms:

Special Terms Net 30



## Host Website Agreement

1. JackRabbit Systems (JACKRABBIT) provides the Lodging Search Engine, Mobile Engine and Facebook App (BOOK DIRECT) that generate qualified referrals to lodging.

2. Client (HOST) maintains a consumer website, mobile website and Facebook Page (HOST WEBSITE). HOST assigns the following as the technical contact responsible for implementing BOOK DIRECT on HOST WEBSITE:

3. Technical Contact:

Name \_\_\_\_\_ Phone \_\_\_\_\_ Email \_\_\_\_\_

4. HOST agrees to embed BOOK DIRECT into HOST WEBSITE under the following Terms & Conditions:

**a.** JACKRABBIT shall brand/design the BOOK DIRECT search widget and results page template to match HOST WEBSITE.

**b.** HOST shall embed BOOK DIRECT on HOST WEBSITE's home page(s), accommodation page(s), and any other page(s) agreed upon by JACKRABBIT and HOST.

**c.** JACKRABBIT shall receive design approval from HOST before providing code for HOST to embed BOOK DIRECT on HOST WEBSITE.

**d.** With the exception of pricing and availability, HOST shall be responsible for providing initial databases to JACKRABBIT to facilitate setup, and subsequently relevant data (e.g. images, descriptive copy) for any updates to lodging and attraction/events listings that are necessary on behalf of participating operators.

**e.** JACKRABBIT can provide HOST access to its pricing and availability API so that HOST can embed pricing availability into its directory and other web pages where appropriate (optional). HOST shall only be allowed to use data from the JACKRABBIT API in conjunction with embedding the BOOK DIRECT search widget that redirects to the BOOK DIRECT search results page.

**f.** HOST shall pay a one-time set-up fee for the JACKRABBIT technology in the amount quoted. Payment will be made to JACKRABBIT within 30 days of the date of the signed AGREEMENT or as outlined in special terms.

**g.** Host shall pay a one-time connection/listing fee for the JACKRABBIT technology in the amount quoted. Payment will be made to JACKRABBIT within 30 days of the date of the signed AGREEMENT or as outlined in special terms.

**h.** Additional connection/listing can be added after launch at \$75 per property requested or as outlined in special terms.

**i.** HOST shall pay an annual license fee for the JACKRABBIT technology in the amount quoted. Payment will be made to JACKRABBIT within 30 days of the date of the signed AGREEMENT or as outlined in special terms.

**j.** JACKRABBIT shall provide HOST with access to online reports that summarize the number of searches and referrals from visitors utilizing the BOOK DIRECT on HOST WEBSITE.

**k.** JACKRABBIT shall own the data collected from the HOST WEBSITE specific to JACKRABBIT, which is gathered for reports.

**l.** HOST shall refrain from entering into any additional agreements, and/or setting up any other services that would compete with JACKRABBIT.

**m.** If, in the future, HOST redesigns HOST WEBSITE and would like JACKRABBIT to redesign the BOOK DIRECT search widget and results pages to match the new, redesigned HOST WEBSITE, or if HOST would like JACKRABBIT to redesign their search widget in the future on existing HOST site, HOST will pay a one-time design fee of \$1,500.

**n.** If in the future HOST would like to embed widgets on additional websites (partner sites) as agreed upon by JACKRABBIT and HOST, HOST will pay an annual license fee of \$1,200 for each website added.



**o.** HOST shall maintain confidentiality for a period of five (5) years from the date of disclosure of any formulae, techniques, computer programs, devices, methods, know-how and/or business data relating to the JACKRABBIT software.

**p.** The initial term of the AGREEMENT shall be for three (3) years commencing on the date the AGREEMENT is signed, and shall automatically renew for additional terms (each an "Extension Term") of one (1) year on the first day of the annual renewal date month unless terminated by either party upon written notice given not later than sixty (60) days prior to the end of the initial or any Extension Term.

**q.** Either party shall have the right to terminate the AGREEMENT if the other party breaches or fails to perform any of its material obligations hereunder which breach or failure has not been addressed within thirty (30) days after receipt of written notice of such breach from the non-breaching party.

**r.** Disclaimer of Warranty: Except as otherwise specifically set forth herein, JACKRABBIT makes non-representation or warranty, express or implied, concerning the BOOK DIRECT or the software, including all implied warranties of merchantability fitness for any particular purpose, title and non-infringement. All other warranties being expressly disclaimed by JACKRABBIT and waived by HOST.

**s.** BOOK DIRECT may contain links that allow the public to access third-party websites that are not under the control of JACKRABBIT (i.e. lodging property websites). These third-party links are only provided as a convenience and JACKRABBIT does not endorse any of these sites. Access and use of such websites are at HOST'S risk. JACKRABBIT assumes no responsibility or liability for any access or use thereof or of any material that may be accessed on third-party websites reached through the BOOK DIRECT, nor does JACKRABBIT make any representation regarding the quality of any product or service contained at any third-party website or the security of any such website.

**t.** This agreement gives HOST license to use the BOOK DIRECT on the website(s) listed in Section 2 above. This license excludes use of the BOOK DIRECT by HOST on websites not listed in Section 2, and/or any other online distribution method other than the websites listed in Section 2. License for excluded uses can be obtained from JACKRABBIT as an addendum to this AGREEMENT.

The undersigned is authorized to contract on behalf of HOST and agrees to and is familiar with the full Terms & Conditions stated on this AGREEMENT.

**For HOST:**

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Signature \_\_\_\_\_  
Date \_\_\_\_\_

**For JackRabbit Systems:**

Name Shawn McKeown  
Title Director of Business Development  
Signature \_\_\_\_\_  
Date 6-08-18

## **Certified Tourism Ambassador Program – Staff Report**

### **Summary:**

Per direction given by Board and a goal of Strategic Objective #1, recommendation for Board to consider Certified Tourism Ambassador (CTA) Program. This is a certification program managed by EBC to be a tool for front line staff and management of hotels, restaurants, museums, HR departments, etc. Destinations such as Sonoma County and Visit Anaheim have invested and use the CTA program.

Initial investment is \$35,000, paid in 4 installments plus additional cost for printing materials, rental space (if necessary) and CTA staff travel. If project is found to be successful and Board would like to continue after first year, there is a renewal fee of \$4,500. Additional consideration is that dedicated staff time will need to be allocated to this program.

### **Timeline:**

1. August-September: Research & Planning
  - a. DMO and CTA develop objectives and success factors
  - b. Two 60-minute focus group sessions with front-line EEs, volunteers, mgrs., owners, GMs
  - c. Identify subject matter experts to help develop curriculum
  - d. Standardized survey of front-line and management
2. October-November: Certification Program Development
  - a. Develop customized facilitator guide and materials
  - b. Develop student learning materials
  - c. Develop promotion and marketing strategies
  - d. Develop promotional brochure to prospective CTAs and employers
  - e. Develop FAQ guide
  - f. Solicit incentives and rewards to entice participation
3. December-January: Field Testing
  - a. Select trainers to deliver initial program
  - b. Evaluate/modify materials and training
  - c. Prepare for program roll-out
4. December-January: Train the Trainer
  - a. Identify and select pool of facilitators (up to 20)
  - b. Train the field test facilitators
  - c. Train the pool of facilitators
5. February 2019: Launch program
  - a. Maintain 6-month rolling calendar for future classroom sessions and ambassador events, promote heavily
  - b. Orient hospitality executives, county hospitality organizations, HR departments and in-house training staff on benefits
  - c. Educate partners and staff on program and benefit to destination

## **Preliminarily Identified Strategic Partners to Invite to planning and CTA Program**

1. Paradise
  - a. All lodging properties
  - b. Feather River Hospital
    - i. Recruiters
    - ii. Temporary Staff
  - c. Chocolate Festival Organizer
  - d. Theater on the Ridge
  - e. Rotary
  - f. Gold Nugget Museum
  - g. Chamber
2. Oroville
  - a. All lodging properties
  - b. State Parks
  - c. Tourism Group
  - d. ODBA
  - e. Chamber
  - f. Lake Oroville Marina staff
  - g. Rotary
3. Chico
  - a. All lodging properties
  - b. Sierra Nevada
    - i. Tour Desk Staff
    - ii. Event Staff
  - c. Chico State
    - i. Admissions – students who give campus tours
    - ii. Housing – speak to parents around move in/move out dates
    - iii. Career Center
    - iv. President
    - v. Alumni Association
  - d. Chico Velo
  - e. Conference Venues
    - i. Elks
    - ii. Canyon Oaks
    - iii. Butte Creek CC
    - iv. Rotary

Identify locations/partners who already have built-in ambassadors. Museums, art galleries, theatres, etc.

### **Time Commitment:**

This project requires a significant amount of staff time, trainer time, and board commitment. Time on the front end to recruit stakeholders and front-line staff to help



build curriculum. Time to talk to businesses about the program to participate with discounts and events. This will be an on-going program.

# The CTA Difference

In this age of consumerism...  
the visitor experience is the  
next competitive battleground.





To stay competitive,  
savvy destinations are using  
a long-lasting, proven program  
that produces results.

Over 46,000+ Certified Since 2006  
Currently 28 Programs • 17 States & International

Anaheim/Orange County Casper Fort Collins Rochester / Mayo Clinic Iron Range Grand Rapids Lansing  
Lake County Lake Havasu Door County Ann Arbor Battle Creek Flint Dover/Kent County Baltimore  
Sonoma County Oklahoma City Norman Edmond Columbia Blount County Franklin County  
Stockton San Antonio Galveston Corpus Christi Cincinnati Columbus Southern Indiana Louisville Bermuda  
Arizona • California • Colorado • Delaware • Indiana • Kentucky • Maryland • Minnesota • Michigan • Missouri  
Ohio • Oklahoma • Pennsylvania • Tennessee • Texas • Wisconsin • Wyoming • Bermuda

# Top-Line Benefits

What sets the Certified Tourism Ambassador™ program apart.

---

- ◆ Strategic Alignment of Your Destination
- ◆ Competitive Advantage
- ◆ Industry-Recognized Certification Jon Smith, CTA
- ◆ Proven Behavior Change / Quality Service
- ◆ Customized Curriculum & Annual Renewal
- ◆ Visitor Spending via 'Product' Knowledge
- ◆ Consistent Messaging
- ◆ Strengthening Your Brand Experience

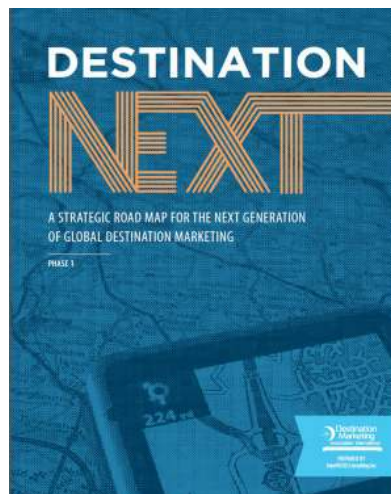
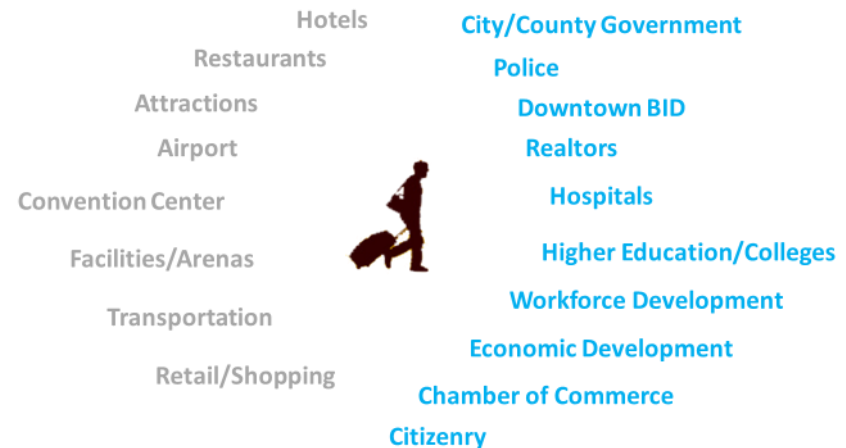
# 1.

## CTA = Strategic Alignment

of the entire community from the front-line to the Mayor.

- ⇒ Proven to align your entire community, now and over time, going well beyond the initial CTA training
- ⇒ Reinforces strategic alignment across the destination; CTA used in DMO and destination Strategic Plans
- ⇒ Gives your destination a common, collaborative program
- ⇒ Reinforces the importance of working together, instead of apart, to grow your visitor economy

### Destination Stakeholders: Working together to Impact *The Visitor Experience!*



"Priority should be on engaging the community first."

Without the community on board, it will be difficult to build the destination product to create a stronger brand."

Destination International's *DestinationNEXT* is a strategic roadmap for the future of DMOs.

CTA is a perfect fit.

## 2.

### CTA = Competitive Advantage

when selling to meeting planners or decision makers.

*"If all things are equal, we would select a CTA city over a non-CTA city."*

- ⇒ Elevates your DMO during the sales process
- ⇒ Shows decision makers you are working together as a community to enhance the experience
- ⇒ Free exposure for three straight days to over 4,000 meeting professionals in the 'Show Daily' during PCMA Annual Convention.  
Also in USAE: Over 2,500+ circulation
- ⇒ Website staff list proclaims your team as CTAs

#### Staff

##### Executive Offices



**Casandra Matej, CDME, CTA**

President & CEO

(210) 207-6723

[CasandraMatej@visitsanantonio.com](mailto:CasandraMatej@visitsanantonio.com)

# 3.

## CTA = Industry-Recognized Certification With Proven Results

The premiere certification for your destination front-line, businesses and leadership.

- ⇒ True Certification with Annual Renewal, not a 'Certificate Program', strengthens the program in the eyes of key stakeholders
- ⇒ Highly customized curriculum fuels 'product knowledge' and visitor spending

- ⇒ High satisfaction: 4.5 Average Score on Scale of 1-5 (5 the highest) since 2006 for all CTA programs
- ⇒ Recognized by the Convention Industry Council for CMP (Certified Meeting Professional) Renewal

### Consistently High Ratings from CTAs:

#### *Behavior Change at the Front-Line*

##### 2017 CTA Survey

##### *Proven Behavior Change*



### Consistently High Ratings from CTA Employers:

#### *Behavior Change Every Employer Desires*

##### 2016 Employer Survey

##### *Proven Employer Benefits*



NOTE: Since 2008, percentages have been within 2 percentage points on both surveys, and climbing. Each is conducted every other year.

# 4.

CTA = Continual Connection to Your People Infrastructure through CTA Network.com and free Customized Micro-Site.

**WELCOME TO CTA**

**Investing In Your Destination's People Infrastructure**

The *Certified Tourism Ambassador™* (CTA) program is industry-recognized certification that aligns the destination's people infrastructure — its stakeholder businesses and front-line — to increase tourism by *Enhancing the Visitor Experience™*. With over 17,000 current CTAs, the program drives visitor spending through in-depth knowledge of the destination 'product'; gives destinations a competitive advantage; and ensures consistent delivery of a positive destination brand experience. In today's consumer-driven world, savvy destinations realize the importance of CTA. [More](#)

**CTA DESTINATIONS**

Destinations Committed to the Visitor Experience.  
Over 17,000 CTAs & Growing!

**MyCTALogin**

Username  
Password  
**LOGIN** [Forgot Username/Password](#)

**EMPLOYERS**

[Support Your Local Program](#)  
[Offer Freebies & Discounts](#)  
[CTA Store: Recognize your CTAs](#)

**CTA IN THE NEWS**

[Become a Grand Rapids Ambassador](#)  
Posted 12/23/2015  
Click on the link to view this great video! Become a Grand Rapids Ambassador [Read More](#)

**FACEBOOK** **TWITTER**

**Certified Tourism Amb.**

## Benefits Beyond Initial Training:

- ⇒ Responsive website for any device
- ⇒ Easy on-line enrollment to become certified
- ⇒ CTAs Log-In after becoming certified  
(see Micro-site, next page)
- ⇒ Employers offer *Freebies & Discounts* to get CTAs in their door
- ⇒ Free back-end CRM database:
  - Download by CTA or Company Name
  - Enter classes or networking events
  - Manage registrations and renewals
  - Free, ongoing technical support
- ⇒ Annual Summit of all local program managers and CEOs
- ⇒ Ongoing program enhancements
- ⇒ Continuous quality assurance to maintain the integrity of the industry-recognized certification



# Free CUSTOMIZED MICRO-SITE: [Logged-In View of CTANetwork.com](http://CTANetwork.com) = CTA Home

The screenshot displays the CTANetwork.com interface for a logged-in user, Christine Whorton. The top navigation bar includes links for MYCTA HOME, STAY CONNECTED, STAY INFORMED, STAY PROFESSIONAL, and LOG OUT. The main content area is divided into several sections: a header with the CTA logo and a quote, a 'MyCTA Portal' sidebar with a user profile and navigation links, a central grid of action buttons, a 'NEED TO KNOW' section with news items, a 'LOCAL CALENDAR' section, and a footer with social media links. Annotations on the right side explain the purpose of various elements: the Local Program LOGO, the 'READ & WATCH' section for grammar and etiquette tips, the 'VISIT ATTRACTIONS' section for point-earning opportunities, the 'FREEBIES & DISCOUNTS' section for local offers, the 'NEED TO KNOW' section for timely updates, the 'LOCAL CALENDARS' section for event information, and the 'SOCIAL MEDIA' section for generating enthusiasm. The 'MyCTA Portal' sidebar includes a profile picture, name, and links to 'My Profile' and 'Change Password'. The central grid contains buttons for 'RECORD MY POINTS', 'RENEW MY CERTIFICATION', 'EARN POINTS', 'CONTINUE MY EDUCATION', 'CHECK CURRENT OFFERS', 'FREEBIES & DISCOUNTS', and 'VIEW ATTRACTIONS'. The 'NEED TO KNOW' section lists recent news items, and the 'LOCAL CALENDAR' section promotes local events. The footer features Facebook and Twitter social media links.

**RECORD POINTS:**  
Easy recording of points.  
Shows Number of Points Needed to Renew

**Local Program LOGO**

**READ & WATCH:**  
Readings on Grammar & Etiquette Tips, International Visitors, and more.  
Upload destination videos into a VIMEO Channel that CTAs view for points.

**VISIT ATTRACTIONS:**  
View point-earning attractions and easily record points.  
Print out *Snapshot Description* of attraction to hand to visitors.

**FREEBIES & DISCOUNTS:**  
View offers from local businesses, e.g. free admission, buy-one, get-one free. Provides first-hand knowledge and creates value.

**NEED TO KNOW:**  
Post timely PDFs to keep your CTAs up-to-date.

**LOCAL CALENDARS:**  
Perpetual link to DMO and area calendars.

**SOCIAL MEDIA:**  
Generate enthusiasm, shares and likes on your local CTA page.

**MyCTA Portal**  
Hello, Christine Whorton  
My Profile  
Change Password

**Local & International Press**  
CTA IN THE NEWS

**Social Media Connections**  
CTA CONNECT

**Directory of All CTAs**  
CTA DIRECTORY

**Gifts & Recognition Items**  
CTA STORE

**Refer a Friend for Prizes**  
REFER A FRIEND

**CTA Networking Events**  
UPCOMING CTA EVENTS

**Local Program Contact**  
Visit Anaheim Tourism Ambassadors Program  
**QUESTIONS**  
Barbara McClelland, CTA  
Visit Anaheim  
800 W. Katella Ave.  
Anaheim, CA 92802  
(p) (714) 319-7102  
bmcclelland@visitanahaim.org

**RECORD MY POINTS**  
**RENEW MY CERTIFICATION**

**EARN POINTS**  
**CONTINUE MY EDUCATION**

**CHECK CURRENT OFFERS**  
**FREEBIES & DISCOUNTS**

**EARN POINTS**  
**VIEW ATTRACTIONS**

**NEED TO KNOW**  
10 Spots to Pregame before an Anaheim Ducks Game  
Check out these spots before the game!... [more](#)  
Tourism Vancouver and Visit Anaheim Share the Love in Cross-Promotion Partnership  
... [more](#)  
Star Wars Land to open at Disneyland in 2019!  
Get your Star Wars gear ready for the Grand Opening in 2019! [more](#)

**LOCAL CALENDAR**  
Visit Anaheim Calendar of Events  
There's so much to see and do throughout Anaheim Orange County from attraction events, to ... [more](#)

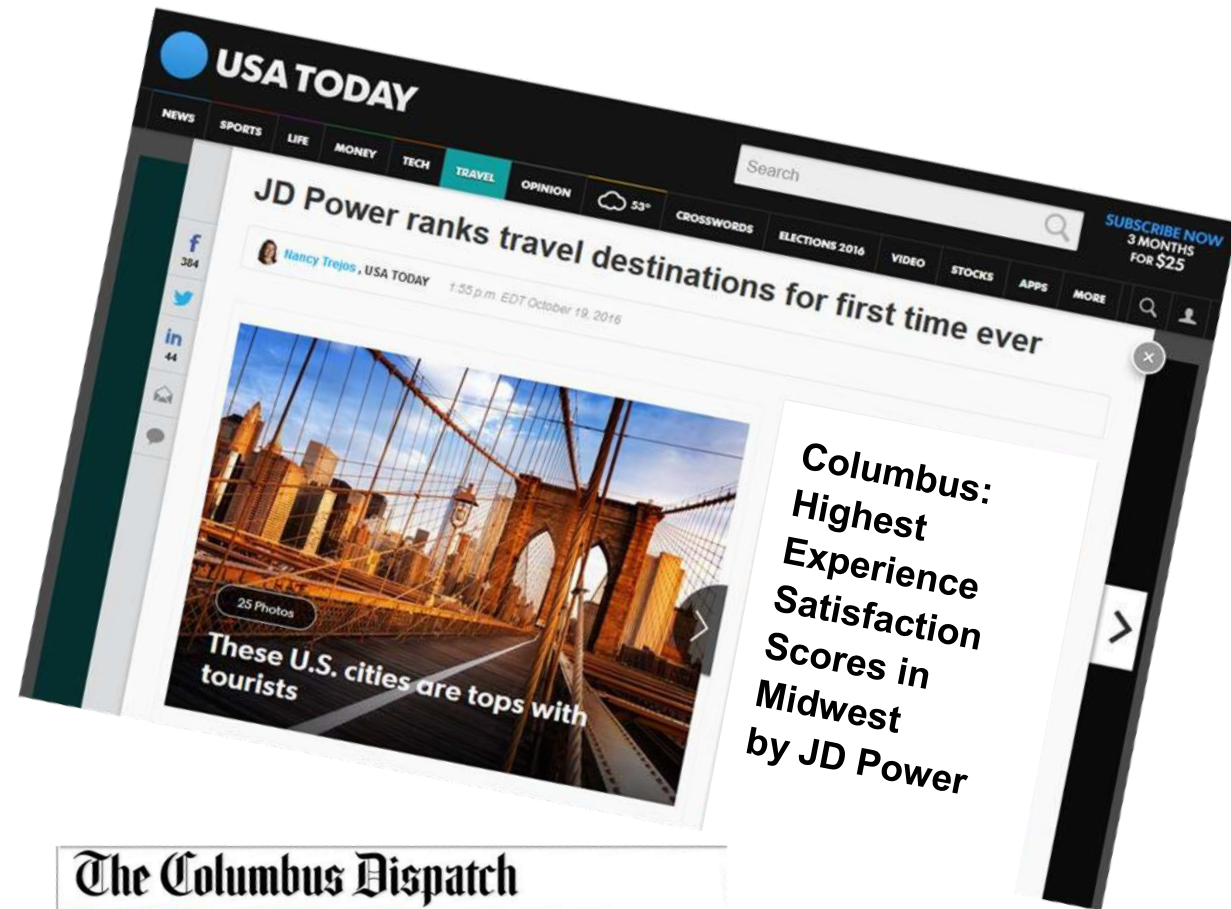
**FACEBOOK**  
**TWITTER**

**Certified Tourism Ambassador**  
Liked 2.2K likes

# 5.

**CTA = Getting Ahead of the Competition**  
through enhanced visitor satisfaction & experiences.

- ⇒ Constantly Celebrating CTA Destination Achievements
- ⇒ Columbus, Ohio:
  - 2,000+ CTAs
  - \$50 million Smart Cities Grant
  - J.D. Power Award in 2016 for Highest Experience Satisfaction
- ⇒ San Antonio, Texas:
  - 2,000 CTAs
  - World Heritage Ambassadors, must first be CTAs
  - UNESCO World Heritage Site included in CTA curriculum



6.

CTA = Staying Abreast of Experience Trends  
through CTA sister company ongoing visitor research.

Study Conducted by TEI,  
Sister Company to CTA:



In cooperation with:



## DECISION TO ATTEND STUDY

### Top Three Attendance Drivers

- ◇ 95% Education & Staying Abreast
- ◇ 82% Destination — Attendees are Discerning Travelers
- ◇ 75% Networking

If the Overall Destination Experience is POSITIVE:

- ◇ 84% Would Repeat Attendance in Same City
- ◇ 78% Would Consider Returning for Leisure



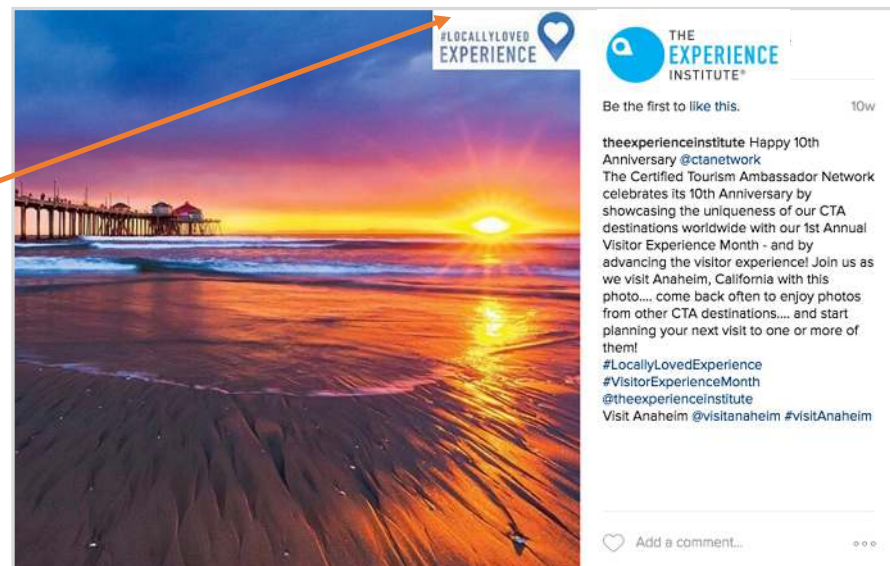
7.

## CTA = Driving the Brand Experience through Visitor Experience Month and more.

- ⇒ Ongoing exposure of CTA destinations
- CTA Ten Year Anniversary Ad: 2016
  - Distributed industry-wide
  - Full-page ad ran twice in USAE, listing all CTA cities



- ⇒ Visitor Experience Month: Every May
- Celebrating Local Experiences
  - Celebrating Local CTAs
  - Over 100,000 Shares & Posts in 2017



# Testimonials

What CEOs are saying.

---

## Anaheim / Orange County, California

The CTA Program is the rallying cry that has brought the community together. It has aligned the community to our goal of exceeding our visitors' expectations. Our businesses "wave that flag". It unifies the community.

**Jay Burress, CTA**  
**President & CEO**  
**Visit Anaheim**



## San Antonio, Texas

Enhancing the visitor experience was a top priority for our DMO and we are thrilled that the San Antonio hospitality community has embraced the nationally acclaimed *Certified Tourism Ambassador*™ program. We are proud that our partners have utilized the certification curriculum as a way to invest in their employees and to ensure that every visitor continues to receive the exceptional service that San Antonio is known for.

**Casandra Matej, CTA**  
**President & CEO**  
**Visit San Antonio**



San Antonio is also employing the *Experience Dedicated® Destination* (EDD—We are Ed) program, to measure the visitor experience. EDD was created by *The EXPERIENCE Institute®*, sister company to CTA, to help destinations know if they've 'moved the needle' on their experience.



A quality experience is paramount  
to the total number of visitors,  
visitor spending & return intentions.

Thank you for the opportunity to  
present this overview.

We hope you will catch the passion to strategically  
escalate your destination brand experience.

Judy Wood, CTA  
Business Development  
WheatonWood@gmail.com  
M: 520-664-7410

Mickey Schaefer, FASAE, CAE, CTA  
CEO / Founder  
Mickey@MickeyandAssociates.com  
O: 520-219-0469  
M: 913-558-0325



**CERTIFIED TOURISM AMBASSADOR™**

*Enhancing the Visitor Experience™*

[CTANetwork.com](http://CTANetwork.com)

# CTA SUCCESSES

LEVERAGING CTA FOR YOUR COMMUNITY



CERTIFIED TOURISM AMBASSADOR™

*Enhancing the Visitor Experience™*

## GOING BEYOND CUSTOMER SERVICE TRAINING...

- Industry-recognized certification, John Smith, CTA
- Aligns stakeholders & businesses destination-wide
- Extensive 'product' knowledge increases visitor spending
- Proven behavior change at the front-line!

A positive experience =

- \$ More Visitors
- \$ More Spending
- \$ Return Intentions

CTANETWORK.COM



## SALES PRESENTATIONS & 'BID BOOKS'

DMOs, hotels and other suppliers are mentioning the CTA program in their sales presentations, convention service overviews, and meeting planner/tour operator 'Bid Books'. All things being equal, meeting planners look to the CTA city for a quality attendee experience.



*"You can immediately identify someone that's been through the CTA program and who hasn't. As cities become more competitive, it is going to make a real difference for Baltimore."*

Shauntee Daniels, CTA  
Baltimore National  
Heritage Area



### Dedicated Community Partners and a Commitment to Quality Service

We are dedicated to your attendees having a positive experience here in Greater Lansing. Hundreds of our destination's frontline hospitality employees have been trained as Certified Tourism Ambassadors through Greater Lansing's Tourism Ambassadors Program. In town and need information? Look for the star lapel pin! You'll be talking to someone that knows our region and cares about your visit!

## CONVENTION SERVICES

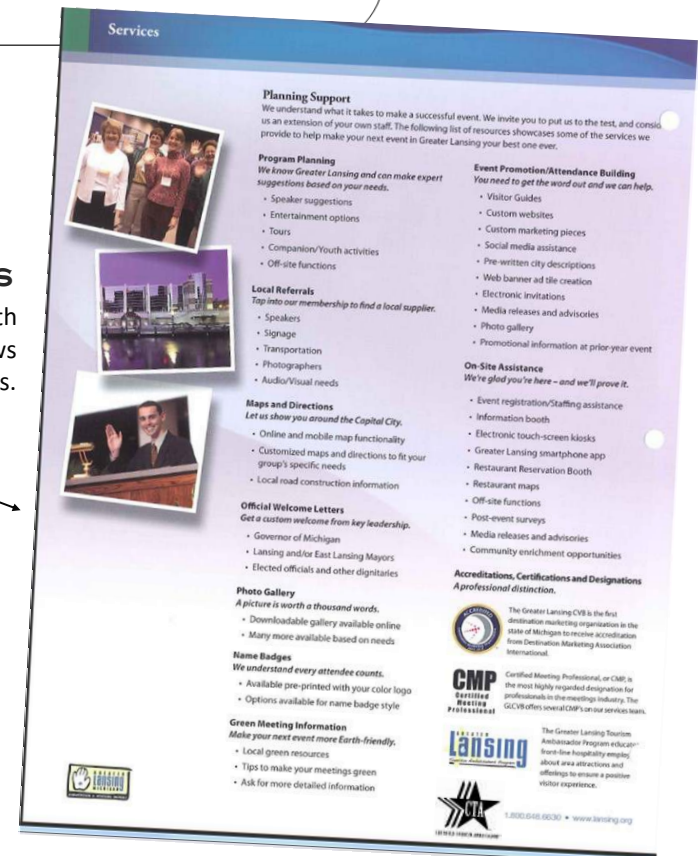
Excellent service creates repeat customers and positive word-of-mouth marketing about your destination. The Greater Lansing CVB proudly shows decision makers their team is well trained with DMAP, CMP and CTA logos.

## COMPETITIVE ADVANTAGE

Many DMOs use CTA as a competitive advantage in selling their destination, as do attractions and other entities.

*"Tour operators say we are a team-oriented city. That sells the region, which is consistent with the CTA program philosophy."*

Ami Taubenfeld, CTA  
Director of Sales & Marketing  
Spirit Cruises, Baltimore, MD





# CTA SUCCESSES

LEVERAGING CTA FOR YOUR COMMUNITY



City officials sometimes present CTAs with their pins & certificates at televised City Council Meetings.

## CITY GOVERNMENT

The City of Anaheim funded the launch of their program.

*"We are very proud of our city and very proud of the way we treat our visitors",* says Mayor Tom Tait.



Anaheim's Mayor appeared on a CTA video; telling meeting planners they are committed to the attendee experience.



*"Here we're ALL front-line staff and we're here to take care of your people."*

Anaheim/OC CVB Meeting Planner ad with Civic Leaders, as CTAs, supporting the meeting planner!



## POLICE

Police serve visitors too! From giving directions to making suggestions on things to do, police CTAs are on it!

*"Our police officers have a renewed sense of civic pride and confidence when answering visitor questions. The CTA program is a validation of the skill and talent that is vital to our community. Remember, we are the brand – all of us."*

Samuel Hood, III, CTA  
Commanding Officer  
Baltimore Inner Harbor Patrol



*"Learning to provide world class service is a big part of our department strategies. The CTA program helps us work together across the various disciplines and businesses to ensure a consistent message, branding and visitor experience. As they say, 'it takes a village'."*

Craig Hunter  
Deputy Chief of Police,  
Anaheim Police Dept.

## AIRPORTS

From CTAs staffing information booths to CTA baggage handlers to airport leadership, major airports are involved!



## ATTRACTIONS & GAMING

From amusement parks to museums to casinos, CTAs are everywhere serving visitors. One casino trained over 400 CTAs!



*"People choose where they want to spend their travel dollars and we want them to spend with us. We have the power to work as a team to influence that decision. We are all stars and we shine by working together!"*

Missy Geppi-Bowersox, CTA  
Executive Vice President  
Geppi's Entertainment Museum  
Baltimore, MD



## HOSPITALS

The Rochester (MN) CVB has teamed up with **Mayo Clinic** to rebrand as *Destination Medical Center*, using the CTA program as a catalyst to align community stakeholders. Over 50% of Mayo's patients are 'wellness visitors' coming for their annual physicals with free time to explore and spend!



## REALTORS®

Visitors rely on advice and counsel when moving to a new city. Hundreds of realtors are trained as CTAs, with local offices hosting CTA classes.



*"The CTA program has helped us network with more heart-minded community members who love our area as much as we do."*



## LODGING

Over one-third of all CTAs are in the lodging sector, including the major brands, ranging from select service to luxury. GMs say it gives their team 'product' knowledge that impacts the visitor experience, while connecting to the community.

*"Being fairly new to Anaheim, it's helped me be acquainted with all of the attractions and the destination as a whole...and really made me a better General Manager."*

Shaun Robinson, CTA  
General Manager, Hilton Anaheim

## ECONOMIC & WORKFORCE DEVELOPMENT

Everything starts with a visit! Economic and workforce development entities, as well as Chambers of Commerce, are very supportive due to the business-enhancing aspects of the CTA program. The customized curriculum focuses on valuable life skills that enhance careers and promote job satisfaction. CTAs are taught that keeping visitors happy by matching their interests to offerings can lead to enhanced overall spending and repeat customers for area businesses.

*"Tourism is one thing Greater Lansing can depend on to improve the economy and the quality and quantity of businesses. Recently several of our staff participated in the CTA training. They walked away with a new appreciation for the assets of our region and a recognition of the importance of each of us in becoming advocates for the region."*

Doug Stites, President & CEO,  
Capital Area Michigan Works!

## RESTAURANTS

From managers to bartenders to wait staff, CTAs are serving visitors!



Josephine Weethee, CTA

## CONVENTION CENTERS & FACILITIES

Convention center employees in both Baltimore and Columbus have become CTAs. Arenas, stadiums and performing arts centers are also on board!



Todd Sharrock, CTA  
V.P. of Communications & Team Services  
Columbus Blue Jackets, NHL

Todd Sharrock, CTA was honored as the 10,000th CTA at Nationwide Arena, home of the NHL's Columbus Blue Jackets.

*"The 17,000 CTAs across the country says a great deal about the CTA program and the value people place in it."*

*"It's a no brainer. Everyone is so competitive with the way the economy is today – if you have a great team, you can make your attraction that much more appealing. The content is very impressive and informative – great reference index, as well."*

Bill Butler, CTA, Project Coordinator  
Baltimore Convention Center, Baltimore, MD



## NATIONAL TRAVEL & TOURISM WEEK

### 'CTA STAR AWARDS'

Many DMOs use the CTA program as a way to honor their frontline through local CTA Star Awards. CTAs are nominated by their peers and all local awardees vie for the **International CTA of the Year** award, presented annually by the *Tourism Ambassador Institute®*, the accrediting/licensing body.

The *International CTA of the Year* award is the highest honor for CTAs.



## VISITOR EXPERIENCE MONTH

### ANNUALLY IN MAY

The CTA 10th Anniversary in May 2016 began the annual celebration of visitors. CTA destinations participated with CTAs capturing their favorite **LOCALLY LOVED** experiences. Over 100,000 tweets, posts and shares were generated by CTAs in May 2017. That's local love!



## VISITOR GUIDES & VISITOR OUTREACH

Visitors – and attendees alike – look for the CTA pin as a symbol of the destination's caring, quality service. Anaheim's Visitor Guide ad is an example.



## GRANT FUNDING FOR CTA

Some CTA destinations have secured grant funding for their CTA program. One destination funded their CTA program through a federal matching grant from *Preserve America* and matched by contributions from area DMOs.

# CTA SUCCESSES

## LEVERAGING CTA

### PERPETUAL EVENT VOLUNTEERS

A knowledgeable, passionate volunteer CTA pool has been said to 'tip the scale' for decision makers when bidding on sporting events. Hundreds of CTAs have been trained to host NFL Super Bowl, NCAA Final Four, MLB All-Star Game, and the America's Cup.. Whether it's greeting visitors at festivals, rodeos, sports tournaments and other events – CTAs are at-the-ready to WOW visitors!



### CONCIERGES & VISITOR CENTERS

Visitor center staff and volunteers are involved in all CTA destinations. Hotel and corporate concierges are on board, too!

### TRANSPORTATION

Both public and private transportation companies are engaged. Taxi, Shuttle, Trolley, Rapid Transit & More! Anaheim Yellow Taxi has CTA drivers acknowledged with a welcome on their seat backs and window decals. Customers are noticing the difference!



**CONTACT US! 520-219-0469 CTANETWORK.COM**

**LET'S START A CONVERSATION ABOUT BRINGING  
THE CTA PROGRAM TO YOUR DESTINATION! CALL TODAY!**



# Mickey Schaefer & Associates LLC

## Proposal

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### Explore Butte County

### Butte County Tourism Ambassadors Program

[working title]

*Turning Your Frontline into  
Certified Tourism Ambassadors™*

**May 31, 2018**

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**Butte Tourism Ambassadors Program**  
**Proposed Scope of Work**  
**May 31, 2018**

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## Imagine the Possibilities...

of a knowledgeable and *up-to-date front-line* – that understands the *value of tourism* – that has a renewed *sense of pride* – that feels connected and *works together as a team* to deliver your *Brand Promise!*

## Certified Tourism Ambassador™ Program



- A ground-breaking, industry-recognized certification program for your front-line workers and volunteers. Accredited and licensed through the **Tourism Ambassador Institute®**, the **Certified Tourism Ambassador™ (CTA) Program** is a certification program that goes well beyond basic customer service training. It is designed as a **lasting program** that mobilizes a destination's front-line to **turn every visitor encounter into a positive experience**.
- A milestone 15,000 **frontline workers and volunteers** currently hold the designation **Certified Tourism Ambassador™** (e.g. John Smith, CTA) with over 40,000 certified since 2006.

- **Current Destinations** that have made the commitment to their front-line and their stakeholders:

Anaheim/Orange County, CA  
Baltimore, MD  
Bermuda  
Cincinnati, OH  
Corpus Christi, TX  
Fort Collins, CO  
Greater Houston, TX  
Lake Havasu, AZ  
Oklahoma City Region, OK  
Sonoma County, CA

Journey Through Hallowed Ground  
(Hwy. 15 Gettysburg to Monticello; 4 states)  
Blount County, TN  
Columbia, Baltimore, MD  
Door County, WI  
Galveston, TX  
Kalamazoo, MI  
Lansing, MI  
Rochester, MN/Mayo Clinic  
Stockton, CA

Ann Arbor/Ypsilanti, MI  
Battle Creek, MI  
Casper, WY  
Columbus, OH  
Flint & Genesee County, MI  
Grand Rapids, MI  
Lake County, CA  
Louisville, KY  
San Antonio, TX

- The Program is **Highly Customized for each Destination** through six important phases:
  - Phase One – **Research & Planning** (Focus Groups, Subject Matter Expert Panel, Surveys of Management and Frontline)
  - Phase Two – **Customized Program Development** (History, Culture, Attractions, Resources, and more)
  - Phase Three – **Field Testing**
  - Phase Four – **Train the Trainer** (Facilitator Guide, Facilitator Training)
  - Phase Five – **Program Launch**
  - Phase Six – **Ongoing Program Management** (Database software and web site – CTANetwork.com)

The process of working through these phases **involves key stakeholders** in the development of the program's Body of Knowledge, thus, engendering critical **buy-in to the program's success**.

- **Proven Behavior Change at the Front-Line (2015 Survey of CTAs):**
  - 84% — More Aware of the Power of Tourism & Their Role
  - 80% — More Pride & Passion for Our Destination
  - 84% — Pay More Attention to Things Visitors May Ask About
  - 80% — Make an Effort to Explore the Destination; First-Hand Experience
  - 79% — Have More Confidence in Serving Visitors
  - 90% — Have Gained More Knowledge About the Destination Product
- **CTANetwork.com – The CTA Online Community:** Each Accredited Provider is provided with specially-designed **database software** and a special **CTANetwork.com** micro-site, to facilitate program administration and information-sharing with the frontline. The online community becomes a **motivated and connected frontline** that is **continually up-to-date!**



## Top-Line Benefits

Here is what the *Certified Tourism Ambassador™* Program offers that sets it apart:

- **Industry-Recognized Certification** – Your frontline will be part of an industry-recognized certification program – with annual renewal – proudly using the *Certified Tourism Ambassador™* designation behind their name ([John Smith, CTA](#)) and proudly wearing their CTA gold lapel pin. As with other certification programs, the CTA designation is [recognized industry-wide as a valued part of the visitor experience](#) by your frontline, their employers, and, most importantly, your visitors.
- **Product Knowledge** – Through the initial certification, this program not only teaches the basics of [exceeding customer expectations](#), it also teaches [why tourism is important](#) and gives valuable destination [product knowledge](#) to your frontline. The learning objectives and highly customized curriculum focus on giving your frontline employees or volunteers the tools and confidence they need to create memorable experiences. And, the [annual renewal requirements](#) ensure that your ambassador corps is [forever building upon their product knowledge base](#).
- **Stakeholder Alignment** – Our current clients have been amazed at how this program aligns all stakeholders in the area. From the beginning Research Phase to Program Launch, they are [engaged in shaping the program](#) and, thus, [take ownership in its ongoing success](#). It gives your destination a common, collaborative project that will help reinforce the importance of [working together](#), instead of apart, [to enhance regional tourism](#). Seventy-nine percent (79%) of employers have noticed positive behavior changes in their employees; 71% have seen an [improvement in team morale](#); 67% report their [customer satisfaction ratings have improved](#); and a remarkable 85% report an increase in [destination knowledge](#) (2016 CTA Employer Survey).
- **Competitive Advantage** – Meeting professionals and other decision-makers have indicated that they would [select a “CTA City” over a non-CTA city](#). By committing to the program, they believe a destination shows its commitment to [working together as a community](#) and, most importantly, to [ensuring the best possible experience for their group](#). Meeting planners and tour operators are now asking in their RFP's, "Are you a CTA City?"
- **Branding & Consistent Messaging** – Through [CTANetwork.com](#) – the CTA Online Community – and through CTA networking events, you can push frequent messages to your CTA corps – important reminders and updates to build upon their knowledge base. As a result, your CTAs will develop a [close-knit network](#) that allows them to connect with one another to further their knowledge and fuel their motivation to serve the customer. By keeping your frontline [engaged and connected to your destination's attributes and vision](#), your ambassador corps will be at-the-ready, ensuring that groups and visitors hear a consistent story about your destination...powerful [branding and marketing at the frontline](#)!
- **Meaningful Visitor Satisfaction Metrics & Ongoing Education** – CTA can be the initial foundation upon which to build important [visitor experience strategies](#). TAI's sister companies are focused on the *Total Visitor Experience*. The *EXPERIENCE Institute®* measures mobile-captured, [real-time visitor/attendee feedback](#) against consumer-driven standards within its newly launched accreditation program, *The Experience Dedicated• Destination* (EDD – We are **Ed**). **Ed** aligns businesses to visitor-centric priorities and initiatives – exactly where the focus should be. The *Visitor Engagement Academy™* offers a tourism-focused online learning system to give CTAs and business owners a way to access visitor-focused education.

[www.CTANetwork.com](http://www.CTANetwork.com) 520-219-0469 U.S.



# I. Program Overview

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This Statement of Work identifies those consulting services that Mickey Schaefer & Associates LLC (MSA) will provide to Explore Butte County hereinafter referred to as Destination Marketing Organization (DMO), in the development of the *Butte Tourism Ambassadors Program* (formal name TBD). If MSA is selected, this Statement of Work will become part of the agreement between the parties, providing further details regarding the services, deliverables, fee arrangements, and billing procedures.

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One of the critically important distinctions between the *Certified Tourism Ambassador™* program offered by MSA and other training programs is that the CTA Program will lead to full certification. Upon completion of all program requirements, front-line employees and volunteers will be awarded the *Certified Tourism Ambassador™ (CTA)* designation to be presented by a tourism-related entity (usually the local convention and visitors bureau or destination marketing organization) as a licensed, Accredited Provider of the *Tourism Ambassador Institute®*, a subsidiary of MSA. MSA has considerable experience with the CTA program, having administered the program since its launch in 2006. Background materials on MSA and its personnel are attached for informational purposes.

The *Certified Tourism Ambassador™* program was designed based upon considerable research and information obtained through years of experience in the industry. The program is highly customized to meet the strategic and educational needs of each destination, with the destination creating the local program name/logo and MSA working closely with the destination to customize a robust local program curriculum to meet the destination's overall educational outcomes and objectives.



## II. Project Phases and Deliverables

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### Proposed Development Plan

#### 1.0 Phase One – Research and Planning; September - October 2018

- 1.1 **During this phase, MSA and DMO will develop specific objectives for the CTA program to be adopted by DMO and determine the critical success factors that will ensure the program's success over time.** MSA and DMO will together develop an outline of the objectives. DMO will implement and provide suggestions for how it believes it can best involve key stakeholders of DMO. DMO will actively promote program and involvement by key stakeholders.
- 1.2 **Two, 60-minute modified focus group sessions are conducted of front-line employees, volunteers, and managers/owners/GMs to determine how to best shape the program to fit their needs.** The modified focus group sessions are conducted by MSA on a single day. DMO identifies and invites participants (up to 20 participants in each session; both front-line and management), makes arrangements for and pays for costs of meeting space and audio recording of the sessions. Once group of participants is identified, MSA reviews and recommends group composition, and develops the materials for and facilitates each session. Following the sessions, MSA transcribes the audio recording of the sessions and prepares an Executive Summary of the findings. The Summary is used to facilitate future promotion and marketing.
- 1.3 **Front-line individuals are identified to serve on a panel of Subject Matter Experts (SME) to assist with development of the curriculum.** MSA and DMO together select members of SME panel. DMO invites SME panel members, makes arrangements for and pays for costs of meeting space for the 75 to 90-minute session. MSA facilitates the session and prepares an Executive Summary of the findings. The Summary is used to customize the curriculum for DMO. The SME Panel is held immediately following the focus groups in 1.2 above.
- 1.4 **One standardized survey is conducted of (a) front-line employees and volunteers; and (b) management – CEOs/Owners/Managers/Stakeholders.** Using a standard format for all CTA destinations, the standardized, online survey is designed to elicit information about all aspects of the program including: attitudes about the proposed program; how their organization would support the program; incentives to participate; what visitors ask most frequently; what is needed to ensure success; what incentives they would offer to drive participation, and more. MSA personalizes survey to DMO name/name of area. DMO reviews for accuracy and sends it via email throughout the DMO's geographic region. DMO sends any required follow up emails encouraging completion of surveys. MSA tallies survey responses and prepares a summary report. Write-in comments from the survey are used by the DMO to facilitate promotion and marketing.

- 1.5 Work during Phase One also includes establishing benchmarks and metrics to determine success of the program over time.** This includes DMO communicating with key partners to determine what measures currently exist (especially with regard to customer satisfaction) and what measures may need to be developed. Together, MSA and DMO identify any necessary additional measures (quantitative or qualitative) that are an important part of the program, including but not limited to number of CTAs, number of CTA Companies/Employers, renewal statistics, anecdotal comments from businesses/owners, etc.

## **2.0 Phase Two – Certification Program Development; November - December 2018**

- 2.1 Customized curriculum and procedures to ensure that all intellectual property is protected during Phase Two.** MSA identifies learning modules based upon Phase One research findings. DMO provides information to assist MSA in writing a unique, robust curriculum that features unique information about the county (e.g. history, culture, demographics, attractions, etc.) that will be included in the modules. MSA proposes a methodology for delivering the learning and testing program components. The recommended methodology will complement the DMO's technological and staff infrastructure. DMO is responsible for labor and costs of printing and production. On an annual basis on or shortly after the anniversary of program launch, MSA will ensure that updating of minor changes to the facilitator guide and pre-classroom reading document (e.g. changes in web site addresses, phone numbers, etc.) will be made to all documents, with content/graphics provided by DMO. MSA agrees to complete more significant and/or substantive changes to the document, as requested by DMO, at the then applicable hourly fee.

In order to protect the certification program content and overall program integrity, all documents and customized materials developed for the CTA program are protected through a strict document protection policy. On behalf of the *Tourism Ambassador Institute®* (TAI), MSA administers the storage and use of the documents for all local Accredited Providers (AP); no paper or electronic copies can be provided to outside entities, without the prior written approval of MSA. Any document or program material changes desired by the DMO must be made solely by MSA associates, and not by the DMO, in order to ensure compliance with laws of trademark and copyright.

DMO agrees and acknowledges that MSA, either through TAI or in its own name, holds all rights to all materials, agreements, templates and processes provided to or created for DMO under the Agreement. The terms and conditions of DMO's license to use the materials during the term of the Agreement, as well as its obligations upon any termination of the Agreement, are as described in the Agreement.

Additionally, DMO agrees that the customized curriculum and all other materials created pursuant to the Agreement shall be used solely for the purposes permitted in this Agreement and no other use is permitted. In the event DMO desires to repurpose any

portion of the content for other purposes, MSA will explore the objectives with DMO and provide a proposal for the costs associated with modifying the content to fit your needs. This is in order to protect the curriculum, the local program's reputation, and the overall integrity of the industry-recognized certification program.

- 2.2 Develop Customized Facilitator Guide and Materials for Training the Trainers.** MSA develops all content for the facilitator's/training guide. DMO is responsible for labor and costs for printing and production.
- 2.3 Develop Student Learning Materials.** MSA develops all content for customized teaching resources that help students achieve specified learning objectives. MSA provides camera-ready originals of the materials. DMO is responsible for labor and costs of printing and production.
- 2.4 Develop Promotion and Marketing Strategies.** DMO staff develops best strategies for promoting and marketing the program with MSA input, where desired. DMO integrates program promotion into existing outreach and communication efforts.
- 2.5 Develop Promotional Brochure Targeted to Prospective CTAs and Employers.** MSA provides DMO with promotional brochure template, with pre-defined content targeted to prospective CTAs and employers. DMO reviews template and adds local testimonials and photos, as desired, produces original, and distributes. Due to copyright laws and program integrity, any edits or changes to the template, or subsequent versions of the local brochure, must be approved in advance by MSA.
- 2.6 Develop a "Most Frequented" List of Attractions/Features that front-line employees and volunteers need to know and can refer to when assisting a visitor.** DMO assists MSA in identifying a list of the 'most frequented' local attractions and features using existing materials obtained from DMO and other resources.
- 2.7 Solicit Incentives and Rewards to Entice Participation (i.e. tickets to attractions, free tickets, discounts on dinner, etc.)** MSA has determined that creating incentives is critical to encourage front-line participation and to enhance the ambassadors' first-hand knowledge of your destination 'product' by experiencing a wide variety of venues. DMO will solicit in-kind incentives from key partners throughout DMO's geographic region. The incentives will be promoted as "Freebies/Discounts" to local CTAs via [www.CTANetwork.com](http://www.CTANetwork.com). DMO will be responsible for continuously promoting the program to stakeholders and CTAs to drive experiential learning to enhance the visitor experience.

### **3.0 Phase Three – Field Testing; January – February 2019 (Simultaneously with Phase Four)**

- 3.1 Field Test curriculum and learning materials with Front-line Employees and Volunteers.** This involves utilizing selected trainers from the trainer cadre to deliver the initial (field test) program. MSA and DMO mutually determine the best target group for the field test (hotel, restaurant, etc.). MSA assists with preparation for the field test, trains two local facilitators in an online session (see 4.2 below), coaches/observes two local individuals facilitating the class, and assesses implementation. DMO is responsible for extending invitations to participants, managing registrations, facilitating the class, and handling all meeting logistics, including media, food and beverage, etc. DMO key staff must attend the field test sessions to help shape the program curriculum and delivery. Additionally, any prospective trainers would be invited to attend the field test class to observe the classroom experience. See 4.1 and 4.3 below.
- 3.2. Evaluate and Modify Support Materials and Training as Necessary.** MSA reviews field test findings and solicits input from trainers and field test participants to determine their level of satisfaction with the training (was it easy to teach, was it fun to participate, what can be improved, etc.). MSA and DMO review the input to make any necessary changes to the curriculum/documents and teaching methods to meet participants' needs.
- 3.3. Prepare for Program Roll Out**  
MSA and DMO mutually determine program launch date, approximately one month following the field test. DMO coordinates distribution of advance reading materials to reach classroom participants at least two weeks in advance.

### **4.0 Phase Four – “Train the Trainer”; January – February 2019 (Simultaneously with Phase Three)**

- 4.1 Identify and select a potential cadre of facilitators. (Est. up to 20 Facilitators).** DMO will identify local experienced and reputable volunteer facilitators that can capture the essence of the curriculum and facilitate the four-hour classroom session (as teams of two) in ways that inspire and motivate the ambassadors. MSA will provide input, and assistance as needed, regarding individuals identified by DMO. Note: DMO staff may wish to participate as facilitators for some topics, particularly for the field test of the program. MSA will recommend a strategy for expanding the cadre of qualified facilitators based on the size, scope, and timetable for full-scale program implementation specified by DMO. See 3.1 above and 4.3 below; where possible, several future facilitators should attend the field test to ensure that enough facilitators are trained for a successful program launch.
- 4.2 Train the Field Test Facilitators.** MSA will coordinate and conduct a two-hour web conference session to remotely train the two field test facilitators on the curriculum and its delivery.

- 4.3 Train the Cadre of Facilitators (Est. up to 20 Facilitators).** MSA will coordinate and conduct a two-hour session to train the cadre of facilitators. Session will utilize the two field test facilitators, where applicable, to reinforce facilitator buy-in and enthusiasm. DMO will coordinate invitations, registration, and meeting logistics and provide key DMO staff to help train the facilitators on topics that are DMO-centric. This session is usually held the afternoon of the Field Test. See 3.1 above. MSA will conduct additional facilitator training sessions, if desired, at a cost of \$1,500 per session, plus expenses.
- 4.4 (Optional) Conduct City/County Tours with Facilitators (full-day tour including: destination districts; hotels, restaurants, convention center; new construction; etc.)**  
DMO handles all logistics and costs based upon the curriculum requirements.

## **5.0 Phase Five – Program Roll Out; March 2019 – Ongoing**

- 5.1 Maintain 6-Month Rolling Calendar of Future Classroom Sessions and Ambassador Events and Promote Heavily.** DMO coordinates a Master Calendar of the four-hour classroom sessions, which are designed to be offered by the DMO throughout the county at various times of day and on varying days of the week, in order to fit the work/personal schedules of the local front-line. DMO enters upcoming classes into the CTANetwork administrative system for easy access by prospects and CTAs; a six-month rolling calendar/advance schedule facilitates the enrollment process. MSA will provide the DMO with a *Request to Host* form for larger organizations that choose to host in-house sessions. DMO also coordinates regular CTA networking events and enters upcoming events into the CTANetwork administrative system for each access by CTAs.
- 5.2 Orient Hospitality Executives, County Hospitality Organizations, HR Departments and In-House Training Staff on Benefits of the Ambassador Program to the County and to their Organization.** DMO is responsible for ongoing program promotion and marketing.
- 5.3 Educate Partners and Staff on the Program and Its Benefits to the Destination**  
DMO is responsible for ongoing program promotion and marketing.

## **6.0 Phase Six – Ongoing Program Management; March 2019 and Beyond**

### **6.1 Administer the Certification and Renewal of Certification Program**

MSA communicates to DMO the key information needed for successful program administration. See 6.2 below for expectations of DMOs.


DMO administers the program without the services of MSA (if MSA services are desired, a separate contract would be negotiated based upon identified needs). With regard to ongoing program revenues and expenses, MSA can provide a budget template to help you prepare a program budget. The per person enrollment fee and annual renewal fee can be set at any amount, as long as the fee is \$49 or less, in order to maximize participation by the front-line.

During the term of the Agreement and as long as DMO remains an Accredited Provider, DMO shall have use of CTANetwork.com program management software program designed to manage all aspects of the program. DMOs are required to use this software for ongoing program management. This administrative software is made available to DMOs to manage the local CTA database, set up and manage online or manual registration for CTA events, control the "front end", front-facing web portal for the local CTA "micro-site", search and communicate with database contacts by industry sector (e.g. send email to all transportation CTAs, restaurant CTAs, etc.), by company/employer, or by title (e.g. all human resources, general managers, etc.), review data and generate related reports to track various activities (e.g. number CTAs; number applying; number renewing, etc.). The MSA team is available for initial training and ongoing support in use of both the administrative software and the CTANetwork.com site.


CTANetwork.com will be the main way the frontline will enroll in the program, manage their annual renewal, keep up on networking events, stay "in-the-know", obtain industry updates, etc.

CTANetwork.com site provides the flexibility for a destination to add local information to its own micro site. The software also features database management; report generation (e.g. number of CTAs, number renewed); online renewal of certification; and many other administrative features. General features of the software are included in the accreditation fee. Any special software program enhancements desired by DMO may result in additional cost, which would be quoted to and approved by DMO prior to the commencement of any work performed.


## CTA Network.com – the CTA Online Community – Logged In View:

MYCTA HOMESTAY CONNECTEDSTAY INFORMEDSTAY PROFESSIONALLOG OUT


THOUSANDS OF CTAs...TURNING EVERY VISITOR ENCOUNTER INTO A POSITIVE EXPERIENCE™





### MyCTA Portal





Hello, **Christine Whorton**


 My Profile


 Change Password


 CTA IN THE NEWS

 CTA CONNECT

 CTA DIRECTORY

 CTA STORE


 REFER A FRIEND

 UPCOMING CTA EVENTS

Visit Anaheim Tourism Ambassadors Program


### QUESTIONS

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RECORD MY POINTS

RENEW MY CERTIFICATION




EARN POINTS

CONTINUE MY EDUCATION



CHECK CURRENT OFFERS

FREEBIES & DISCOUNTS



EARN POINTS

VIEW ATTRACTIONS


### NEED TO KNOW

10 Spots to Pregame before an Anaheim Ducks Game  
Check out these spots before the game!... [more](#)


Tourism Vancouver and Visit Anaheim Share the Love in Cross-Promotion Partnership  
... [more](#)


Star Wars Land to open at Disneyland in 2019!  
Get your Star Wars gear ready for the Grand Opening in 2019! [more](#)


### LOCAL CALENDAR





[Visit Anaheim Calendar of Events](#)  
There's so much to see and do throughout Anaheim Orange County from attraction events, to ... [more](#)

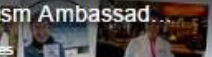
 **FACEBOOK**

 **TWITTER**



Certified Tourism Ambassadors

 Liked  2.2K likes



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**6.2 Accreditation and Quality Assurance Standards.** Since the CTA program's founding in 2006, the best practices that have proven to be most effective in growing and sustaining a successful local program are: (a) continuous and visible involvement of high-level local leaders from all sectors; (b) a majority of the DMO board of directors as CTAs; (c) regular CTA networking events; (d) regular CTA e-newsletters; (e) securing & posting Freebies & Discounts; (f) recognizing CTAs at industry events, and (g) providing ongoing educational opportunities to further their destination knowledge. Therefore, these and other activities are included in the program standards, which are part of the annual review process, described below.

MSA, on its behalf and on behalf of the *Tourism Ambassador Institute®* (TAI), grants Accredited Providers the licensing rights to present, on behalf of the TAI, the CTA designation to those individuals who satisfactorily complete all program requirements. This is a revocable, non-exclusive, non-transferrable, royalty-free license to administer the CTA program at the local level. Therefore, the DMO shall routinely and consistently monitor measures of quality for the CTA designation by applying for and maintaining its status as a TAI Accredited Provider (AP). As a term and condition of AP status, DMO agrees that it must adhere to TAI established accreditation criteria, pay all applicable annual accreditation fees, and comply with all other requirements for program quality that may be established from time to time by TAI.

The primary objective of the *Accreditation and Quality Assurance Process* is to maintain uniform standards of quality for the CTA designation industry-wide. DMO acknowledges that adherence to TAI standards is a material part of this Agreement and a condition to DMO continuing to receive the rights and benefits of AP status. In order to maintain AP status, DMO shall comply with all TAI criteria, as the same may change from time to time, including standards set in the management and administration, data collection and integrity, marketing and communications, and pre-certification and certification renewal.

As long as DMO wishes to continue its AP status current and in good standing, DMO shall, on an annual basis, complete and submit a *CTA Accredited Provider Quality Assurance Agreement and Checklist* or such other form or agreement as may required by MSA/TAI ("QA Agreement"). In the QA Agreement, DMO will attest its adherence with TAI established criteria. The criteria will be outlined annually in the TAI document entitled, *The Accreditation and Quality Assurance Process for CTA Accredited Providers*. TAI will review the *QA Agreement* and accompanying documentation to determine if DMO is adhering to agreed-upon criteria. TAI representatives may also request additional information from DMO, and may, on occasion, complete a site visit to meet with key stakeholders in the Accredited Provider's city or county. If TAI concludes that DMO has satisfied applicable quality standards and all other terms of the Agreement, DMO will be granted accreditation for another full year conditioned upon payment of the Annual Accreditation Fees. If TAI concludes that DMO has not satisfied standards or other conditions, DMO will be placed in Provisional status and given the opportunity to remedy its non-compliance. If, after a specified period of time, DMO still is not in compliance with established CTA program standards, the Accredited Provider will lose its accreditation status and licensing rights to

present the CTA designation on behalf of the TAI or to renew the designation for its existing designees.

A formal appeals process will be made available to an Accredited Provider whose accreditation status has been discontinued and seeks to have it reinstated by bringing their procedures and processes into compliance with the *CTA Accredited Provider Quality Assurance Standards*. The TAI retains the exclusive right, in its discretion, to grant accreditation to its licensed providers.

- 6.3 Program Discontinuation.** In the event DMO does not satisfy the requirements of the annual renewal requirements as described at Section 6.2 above or in the event of any other termination of the Agreement, DMO's rights to use the program and intellectual property licensed hereunder shall immediately terminate.

If the program is discontinued for any reason, all CTAs who achieved their designation through this Accredited Provider would be placed into the "At Large" category within the *Tourism Ambassador Institute®* structure unless, or until, they move to an area where a local CTA program exists.

Upon program discontinuation and loss of licensing rights and Accredited Provider status and in order not to infringe upon CTA copyright and trademark rights, DMO shall take all actions necessary to protect intellectual property and program materials as agreed to under the Agreement.

## **7.0 Phase Seven – Program Evaluation and Modification; March 2020**

- 7.1 Monitor Benchmark Measures and Metrics to Determine Success of the Program Over the Last Year and Over Time.** At the end of the first full year after launch, DMO monitors metrics to determine program success, e.g. reviewing number of CTAs against their goal, number of participating companies, participation level at CTA events, etc.
- 7.2 Conduct Annual Evaluation of the Program Effectiveness.** Annually, MSA provides a remote evaluation of the program, discusses the program with the Accredited Provider during the annual accreditation process, and develops evaluation criteria for separate bi-annual online surveys of CTAs and employers to obtain feedback on the program. Survey is conducted in the aggregate with other CTA programs; with specific results extracted for each local program.
- 7.3 Determine Program Changes, Where Necessary.** MSA provides recommendations for any program modifications, as necessary. DMO implements program modifications.

### III. Consulting & Accreditation Fees

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**Initial Accreditation Fee.** MSA's fees for performing the services for program start up and initial accreditation (including the Phase 1-7 deliverables: Focus Group facilitation and summary report; Management/Front-line Survey and summary report; Subject Matter Expert (SME) Panel (to define the Body of Knowledge) and summary report; 6-8 weeks' writing customized curriculum and Pre-Classroom Reading and Reference Materials document; customized classroom materials; customized Facilitator Guide and facilitator training; Field Test observation; CTA 'back-end' software/database administrative system set-up and training; CTANetwork.com 'micro-site' set up and training; promotional brochure content; best practices for program launch marketing and public relations) is \$35,000. The fee is due and payable in installments, unless an alternative payment schedule is agreed to in writing, as follows:

\$15,000	Due Upon Signing
\$10,000	Due November 2018
\$ 5,000	Due January 2019
<u>\$ 5,000</u>	Due March 2019
\$35,000	TOTAL

**Annual Accreditation Fees Paid on Anniversary Date.** On an annual basis, and assuming that DMO meets all requirements for renewal as described at Paragraph 6.2 above, DMO will pay to MSA fees for the continued accreditation as follows:

\$4,500	Payable March 2020 and annually thereafter for the preceding licensing year*
\$10	Per 'Current' CTA on record for DMO, beginning March 2020 and annually thereafter from program fees collected in the preceding licensing year **

The above accreditation fees cover: (a) royalty-free licensing rights for program content and materials; (b) specialized 'back-end' CTA software/database administrative system access and ongoing training and customer support; (c) CTANetwork.com 'micro-site' customized to the destination including programming functions that drive online renewals, Freebies and Discounts coupons, updated attractions, calendar of events, local/national CTA directory, CTA social networking, Refer-A-Friend feature, social media, local Timely Info, ongoing education-grammar and etiquette tips, periodic overall website redesign, and ongoing 'micro-site' system training and customer support; (d) coordination of annual CTA Accredited Provider Summit; (e) bi-annual CTA survey and Employer survey with local and aggregate comparison data; (f) annual updates to program/classroom materials; (g) interface assistance with universities, civic agencies, etc.; (h) grant-writing ideas; (i) regular Accredited Provider conference calls; (j) CTA logo usage approval; (k) Employer interface and CTA program support ideas; and (i) additional services and deliverables as described in this Agreement.

*\* The Annual Accreditation Fee will be reviewed by the TAI on an annual basis. In the event of a change to the fee, DMO will be notified of such change in advance of its anniversary date.*

*\*\* The “per CTA” fee is calculated annually on DMO’s anniversary date and is based upon those CTAs on record who are classified as “Current” within the CTA database.*

**Travel Costs.** Travel costs incurred by all associates of Mickey Schaefer & Associates LLC will be kept to a minimum and invoiced, as applicable, at the end of each trip and are not included in the fees outlined above. MSA associates will be available to travel to Butte County as needed, to ensure program success. MSA and DMO agree to make maximum use of available means of business communications technologies; i.e., conference calls, email, fax, etc. to keep travel costs to a minimum.

**Payment Terms.** Payment terms are net thirty (30) from date of invoice. If payment is not received by the due date, interest will be added at the rate of one-half of one percent (.5%) per month to unpaid invoices from the due date thereof.

**Performance.** Contract fee payments are based on the dates listed above as tied to Phase One through Phase Six deliverables. Both DMO and MSA agree to make every effort to schedule key meetings and work sessions within the established time frame.

## IV. Resources & Timing

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**Resources Necessary for Successful Project Completion.** DMO will provide for and cover the costs of the following resources, which are necessary to ensure successful project completion and ongoing administration, including, but not limited to: program staffing; printing expenses; orientation tour expenses (if scheduled); meeting site costs; meeting logistics; database management; certification program management; testing, etc. Expenses of printing and producing all collateral and training materials will be borne by DMO.

### **Timing and Staff Resources.**

**DMO Staff Support.** The timeline and program schedule set forth in this Statement of Work has been prepared in reliance on assurances that DMO will commit sufficient number of staff to the success of the program. It is essential that key DMO staff be available for meetings and conference calls in order to keep the program on track. DMO agrees to adhere to the jointly developed timeline for program development and roll out. **DMO acknowledges that meeting the timeline and general success of the program is dependent upon DMO meeting its deadlines, providing information for the curriculum development or other key information in a timely fashion. If such deadlines are not met, MSA cannot guarantee the on-time launch of the program, per timeline.** If MSA incurs additional expense due to avoidable delays on the part of the DMO, these costs may be passed along to the DMO.

Within a project of this scope, MSA has found the following core principles are critical to success and, therefore, are central to the approach:

- DMO senior management and organizational leaders must actively support and be involved in the effort to assure the program's objectives.
- Success is predicated on the fact that development and implementation of this important program rely upon ongoing processes that require continuous improvement and refinement. MSA welcomes changes and modifications to the plan proposed, as deemed necessary by the DMO; provided, however, in the event the changes substantially add to the overall scope of work, DMO and MSA shall agree in writing to all terms, including additional fees, for the additional work.

**MSA Staffing.** MSA will provide suitable consulting staff for this engagement, subject to the following guidelines, objectives, and caveats:

- MSA will provide senior level consulting to lead this engagement and be the primary interface with the DMO. These professionals will be supported by additional experienced consulting professionals and administrative staff as appropriate, as part of the MSA team. In addition, it is expected that DMO staff will contribute to deliverables as needed and as outlined in this Statement of Work. MSA will make good faith effort to comply with the objectives outlined in this proposal, and DMO will make good faith effort to schedule focus groups, training sessions and key DMO team meetings to optimize travel schedules and time of the MSA team.
- MSA and DMO recognize that scheduling may be adversely impacted by such factors as travel delays, illness, family and business emergencies, and other prior commitments, and that such impacts may unavoidably extend the estimated project duration. MSA and DMO agree to work closely together and exercise good faith efforts to minimize the likelihood and adverse consequences of such factors.

# V. Background Information on Consultant

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## Why Use Mickey Schaefer & Associates?

Mickey Schaefer offers a wealth of expertise, knowledge and practical experience that is supported by a team of professional associates who are dedicated to our clients and their needs. Here are a few highlights as to what [Mickey Schaefer and her MSA team](#) can bring to your organization:

- **Industry leader with high visibility and respect within the industry.** Inducted 2006 into the Convention Industry Council's [Hall of Leaders](#), the highest honor in the industry, which includes past recipients such as Conrad Hilton and Bill Marriott, Jr. Named five times to the ["25 Most Influential in the Meetings Industry"](#) by *Meeting News/Successful Meetings* magazine, most recently in 2015 and top six industry leaders by *Smart Meetings* magazine, April 2013. Selected 2013 to HSMIA's Top 25 Most Extraordinary Minds in Sales & Marketing. Past [Chairman of the Board of PCMA](#) (Professional Convention Management Association) and 2002 PCMA Professional Achievement Award dinner honoree.
- **Extensive understanding of the meetings, conventions, and exhibitions industries** and frequent speaker on industry issues and trends. Managed large trade shows and over 200 meetings per year of varying sizes from 25 to 20,000 attendees for both state and national associations.
- **Direct work and leadership experience with DMOs and Destination Marketing** – Served as National Sales Manager (selling to medical associations) and later on the [Board of Directors of the Kansas City Convention and Visitors Bureau](#). Currently consult with DMOs across the U.S. and Canada on Customer Advisory Boards, destination marketing, strategic planning and visioning, strategic board governance, and aligning front-line workers to drive the destination's brand.

- **Proven innovator and driver of change.** Championed industry standardization as **Chair of the APEX Commission** (APEX = **A**ccepted **P**ractices **E**xchange) of the Convention Industry Council (CIC), a council comprised of the 32 organizations within the meetings, conventions and exhibitions industries. Worked for ten years with major stakeholders throughout the U.S. and Canada to shape the future of the industry through the **development of industry process and technology standards**, similar to past standardization efforts of the real estate and banking industries. And, recently developed a means to **drive a destination's brand to the front-line** via creating a nationwide certification and hospitality training program for front-line hospitality workers — **Certified Tourism Ambassador™ program** —leading to the designation CTA™ (John Smith, CTA) with annual renewal of certification. Born from the CTA program's alignment of destination stakeholders, *The EXPERIENCE Institute® (TEI)* was formed in 2013. Through over 2,000 hours of primary research with leisure travelers, DMOs and destination leaders, TEI developed the industry's first-ever **consumer-driven standards** and best practices by which destinations can measure the *Total Visitor Experience*. Through TEI's **Experience-Dedicated® Destination (EDD – We are Ed)** destination accreditation program and its new *Visitor Experience Report (VER)* and *Attendee Experience Report (AER)*, destinations now have meaningful metrics to take action on things that enhance the experience at every 'touch point'.
- **Certified Association Executive (CAE)** with **over 30 years' direct experience** in both state and national associations. One of five selected in 2003 to become an **ASAE Fellow—a prestigious "think tank" of top association leaders** within the American Society of Association Executives (ASAE). Served as Vice President for the American Academy of Family Physicians (AAFP; the second-largest medical association in the U.S.; 480 staff; \$75 million budget); one of seven top-level professionals; directly responsible for meetings, conventions, marketing, and **leading AAFP's strategic planning and visioning** to define the future direction of the organization.
- **Facilitates strategic planning and visioning sessions**, with the MSA team of expert consultants, for DMOs, tourism entities, and associations helping them **create strategic alignment** to achieve organizational objectives.
- **Practical experience in carrying out strategic plans**, Strategic Board Governance, and resource allocation to do the "right things, right" to achieve the strategic vision. MSA associates' combined direct work experience offers **a wealth of ideas and practical advice**.
- **Graduate degree (M.A.) with emphasis in marketing and organization development**; extensive marketing background in all aspects of market research, including over 200+ focus groups and competitive market analysis; direct experience in shaping organizational culture and structure.



# Mickey Schaefer, FASAE, CAE, CTA

## President

### Mickey Schaefer & Associates LLC



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- **Certified Association Executive (CAE)** with **over 30 years' direct experience** in both state and national associations. One of five selected in 2003 to become an **ASAE Fellow—a prestigious “think tank” of top association leaders** within the American Society of Association Executives (ASAE). Served as Vice President for the American Academy of Family Physicians (AAFP; the second-largest medical association in the U.S.; 480 staff; USD\$75 million budget); one of seven top-level professionals; directly responsible for meetings, conventions, marketing, and **leading AAFP's strategic planning and visioning** to define the future direction of the organization.
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- **Graduate degree (M.A.) with emphasis in marketing and organization development**; extensive marketing background in all aspects of market research, including over 200+ focus groups and competitive market analysis; direct experience in shaping organizational culture and structure.

# Patrick A. Tierney

## Convention & Tourism Consul

Patrick Tierney is a 45-year veteran of the tourism industry. His career in tourism began in 1960 as a room clerk for St. Louis' Chase Park Plaza Hotel where he quickly learned the value of tourism and customer service. Promoted to sales positions at the hotel and later at the St. Louis Convention & Visitors Bureau, Pat continued his career climb. His passion for the industry culminated in his being named as President of two major DMOs -- the Convention & Visitors Bureau of Greater Kansas City and the Metropolitan Tucson Convention & Visitors Bureau.

During his tenure as President of the two DMOs, growth was dramatic, resulting in increased tourism spending, hotel occupancy, and job creation. Under his direction, funding grew over 100% and the voluntary membership programs grew from 250 companies to nearly 1,000. Both DMOs won many national awards. Throughout his career, Mr. Tierney has also served on many local, regional, national and international organizations' boards of directors.

Since his retirement in 1999 from the Tucson DMO, he has been a partner in The Golfe, a 1,000-member association which promoted golf in the hospitality industry, until the firm was sold to a Washington D.C. company. Mr. Tierney was also a partner in Exhibitor Visibility Worldwide, a well-known industry convention publishing company specializing in the medical meetings market, which was sold in 2004 to a New York publishing firm.

An energetic and knowledgeable industry veteran, Mr. Tierney brings a wealth of experience to Mickey Schaefer & Associates, along with an unwavering passion for the tourism industry.

# Michael Letcher, CPA

## Consultant – Research/Analysis/Systems

Michael Letcher brings many years of experience to Mickey Schaefer & Associates from the information services, database, and analytical industries.

After completing his accounting and computer education, he combined his credentials as a Certified Public Accountant (CPA) and Certified Information Systems Analyst (CISA) and entered the glamorous world (pun intended) of data process auditing. In search of opportunities to "do the work," instead of critique it, he ended up at Cerner Corporation, a major healthcare information systems company based in Kansas City. While at Cerner he helped build their first information service, which clients used to compare their hospital's financial and clinical performance to their peers. Mike quickly earned a position as Enterprise Managing Director of HealthFacts, an information service subsidiary of Cerner's at the time.

From there, Mike pursued the opportunity to apply his skills and get in on the ground floor of a high-tech startup in the data warehousing, data mining, and analytical software space, called Digital Archaeology. He managed projects to implement the patented technology, creating analytical solutions for many different industries including the areas of finance, database marketing, publication management, media/advertising, and e-commerce. After the high-flying tech days had peaked and the acquiring company closed its doors, Mike focused his efforts on a major turn-around at a local research company as Vice President of Technology before starting his own consulting company.

His experience allows him to offer a wide variety of services, including systems analysis, process review and analysis, database development and management, market research, and systems procurement or conversion analysis.

Mike's technological expertise, combined with his knowledge of research and his passion for quality, make him an important part of the Mickey Schaefer & Associates team.

# Judy Wood, CTA

## Business Development

Judy discovered her natural “people skills” working as a wrangler and trail guide at a historic dude ranch as she attended the University of Arizona. After graduating with a degree in Community & Economic Development, she was recruited to join the Pre-Opening Executive team at Tucson’s first luxury golf and tennis resort, the Sheraton El Conquistador.

As Director of Concierge Services, and a unique position in Tucson overall, Judy had the dual task of building an extensive network of resources, while recruiting and training staff to provide superior customer service. She assisted the Director of Public Relations and Marketing with community outreach and special projects and played an integral role in creating a local campaign to increase visitation during the “soft” summer season. Judy also wrote an extensive customer service training manual for front of the house staff and initiated an employee recognition program that acknowledged exceptional customer service. Judy was later promoted to Convention and Event Services where she was recognized numerous times by her peers in Successful Meetings Magazine.

Judy moved to Florida, to start her family and a new career in social services focusing on community development. She was the Vice President of Development for the YWCA of Tampa Bay for 20 years. Her responsibilities included strategic planning, collaboration with local government entities, media liaison, marketing and public relations initiatives, creating campaigns for annual giving, major gifts and estate planning, organizing major special events, volunteer recruitment and retention, and membership development. She played a key leadership role in the growth of the agency’s budget from \$500,000 to \$6.5 million.

With the opportunity to return to her beloved desert, Judy accepted the position of Partnership Sales and Hospitality Education Manager with Visit Tucson. She became a Certified Tourism Ambassador™ and was lead facilitator and CTA Program Manager. Judy also worked in Leisure Sales and took initiative on special short-term marketing projects including community outreach to promote local leads for meetings and conventions.

In 2013, Judy returned to Florida to start her own company, J Wood Consulting. Judy’s versatility, hotel and DMO experience, coupled with her passion for the tourism industry, make her an integral part of the MSA Team.

# Christine Whorton, MHA

## Management Consultant

Christine's career in health care began as an admitting clerk at the Ohio State University Hospitals in Columbus, OH as she worked her way to a bachelor's degree from OSU. Later she was Assistant Director of Nursing Administration at the George Washington University Medical Center in Washington, DC. While in that position Christine earned a master's degree in health planning in 1980.

After earning the master's degree, Christine became Director of Professional and Government Affairs for the American Association for Clinical Chemistry, Inc. where she directed the association's membership, professional and government affairs divisions. For her outstanding service she was awarded The Presidential Citation in 1986. Later in 1986 Christine joined the Executive Offices of the American Association of University Women, Inc. and the AAUW Educational Foundation, Inc. in Washington, DC. Her responsibilities included coordination of seven department heads in implementation of association-wide procedures and programs and strategic and long-range planning for the 150,000 member association and foundation.

From 1988 to 1989, Christine was Executive Director of the National Association of Foreign-Trade Zones, a trade association with 300-member organizations, where she was responsible for budgeting and financial management, government relations, lobbying, and membership development.

In 1990 Christine formed Christine Whorton and Associates (CWA) to provide management consulting services to not-for-profit organizations and associations. CWA's clients have included the American Association for Clinical Chemistry, the American Diabetes Association, the American Association for University Women Educational Foundation, the La Reserve Community Association, and The Endocrine Society. In the past fifteen years CWA has provided these clients with professional services such as executive support to association committees, creating and operating an employment exchange and job placement services, developing fund raising and accounting procedures, marketing and organization management services.

Christine is an experienced association manager and through her firm provides consultation in finance and administration, personnel management, membership development and administration, government affairs, publications, meeting planning and education, marketing, public relations, and board and committee management.

Her unique background and management savvy make her a key contributor to the MSA team.

# Christine Salmon, CTA

## Special Projects

From an early age, Christine learned the joys and trials of being part of the service industry. She worked in the kitchen of a small-town joint, preparing and serving the most amazing beer-battered perch dinners. Only in Wisconsin is that something to be proud of, but nothing teaches customer loyalty more than providing value and creating a business as a destination.

While a full-time student at Loyola University of Chicago earning her Business degree in Marketing, she worked full-time for three years at the Windy City's second-largest advertising agency, covering accounts such as McDonald's and Country Pride Chicken. In her senior year of college, she worked for the Wrigley Company in the historic Wrigley Building on Michigan Avenue.

After graduation, she moved to beautiful Door County, Wisconsin and lives in Baileys Harbor with her husband, Phil, and teenage daughter, Hadley. She is also mom to two foreign exchange students: Paula from Germany and Ping from Taiwan, and one sassy cat named Shrimp who thinks he's a dog, plus the newest addition – a kitten named Gibbs.

From 2011-2016 she worked for the Door County Visitor Bureau, managing the Certified Tourism Ambassador™ program, contributing to the DCVB's primary publications, blogging and writing articles to lure visitors to the area, and served as the liaison between the Board of Directors and the DCVB.

Throughout her many years in Door County, in addition to her full-time "day job", Christine has immersed herself in the world of service in the tourism industry, having worked in a variety of different roles: bartending, wedding & banquet service, golf course "cart girl" and resort housekeeping. There is no better way to fully understand the industry than to just "do it"!

In her spare time, she is the Chief Operating Officer for the Championship Door County Destroyers Semi-Pro Football Team (members of the Mid-States Football League). She is responsible for all marketing & promotion, staffing (non-coach & non-player staffing), and game day operations. She also is laying the groundwork to divide her time living in Wisconsin and in Florida, where she will continue to serve MSA's clients & partners.

## VI. Client List (as of April 2017)



Anaheim/Orange County Visitor & Conv. Bureau  
Ann Arbor Area Convention & Visitors Bureau  
Arizona Tourism Alliance  
Arlington (TX) Convention & Visitors Bureau  
Battle Creek / Calhoun County Visitors Bureau  
Bermuda Tourism Authority  
Visit Baltimore  
Blount County (TN)/Smoky Mountain Tourism Dev.  
Casper Area Convention & Visitors Bureau  
Visit Chandler (AZ) Economic Development Div.  
Charlottesville Albermale (VA) Conv. & Vis. Bureau  
Cincinnati USA  
Columbia MO Convention & Visitors Bureau  
Experience Columbus  
ConferenceDirect®  
Convention Industry Council  
Corpus Christi Convention & Visitors Bureau  
Dallas Convention & Visitors Bureau  
Dallas/Fort Worth Area Tourism Council  
(30 counties; 46 cities; 42 DMOs)  
Detroit Metro Convention & Visitors Bureau  
Door County (WI) Visitors Bureau  
Edmond Convention & Visitors Bureau  
Experience Grand Rapids  
Fayetteville Area Convention & Visitors Bureau  
Flint & Genesee Convention & Visitors Bureau  
Visit Fort Collins  
Fort Worth Convention & Visitors Bureau  
Fountain Hills (AZ) Chamber of Commerce  
Tourism Council of Frederick (MD)  
Frisco (TX) Convention and Visitors Bureau  
Galveston Convention & Visitors Bureau  
Gettysburg Convention & Visitors Bureau  
Glendale (AZ) Office of Tourism  
Greater Houston Convention & Visitors Bureau  
Hospitality Sales & Marketing Assn. Int'l. (HSMIAI)  
Indianapolis Convention & Visitors Association  
Irving (TX) Convention and Visitors Bureau

Journey Through Hallowed Ground Partnership  
(4-state tourism partnership; PA, MD, VA, WV)  
Discover Kalamazoo  
Kansas City Convention & Visitors Association  
Kansas City Regional Destination Alliance (24 DMOs)  
K.C. Regional Destination Development Foundation  
County of Lake, California  
Lake Havasu City (AZ) Convention & Visitors Bureau  
Lake Havasu Hospitality Association  
Greater Lansing Convention & Visitors Bureau  
Lexington Convention & Visitors Bureau  
Loews Hotels  
Greater Louisville Convention & Visitors Bureau  
Loudoun County Convention & Visitors Association  
Mesa Convention & Visitors Bureau  
Mesquite (TX) Convention & Visitors Bureau  
VISIT Milwaukee  
Norman Convention & Visitors Bureau  
Oklahoma City Convention & Visitors Bureau  
Peoria (AZ) Chamber of Commerce  
Greater Phoenix Convention & Visitors Bureau  
Plano (TX) Convention & Visitors Bureau  
Prince William County/Manassas VA DMO  
Professional Convention Management Assn. (PCMA)  
Visit Reno Tahoe  
Rochester (MN) Convention & Visitors Bureau  
San Antonio Convention & Visitors Bureau  
Scottsdale Convention & Visitors Bureau  
Sioux Valley Hospital & Health System  
Sonoma County Tourism  
Southern Arizona Lodging & Resort Association  
Spokane Regional Convention & Visitors Bureau  
Stockton Convention & Visitors Bureau  
Tempe (AZ) Convention & Visitors Bureau  
Metropolitan Tucson Convention & Visitors Bureau  
Valley Hotel & Resort Association  
Yakima Valley (WA) Visitors & Convention Bureau



# 2017 ANNUAL REPORT





# MISSION STATEMENT

## Mission

The mission of Explore Butte County is to promote Butte County as a visitor destination through a variety of marketing programs that generate room nights, hotel revenues, and TOT taxes for the properties participating in the TBID.

## Vision

To develop and implement county-wide tourism programs that position Butte County as a year-round travel destination that provides a quality visitor experience while working in harmony with the values of the community. The annual assessment for short-term room rentals is 2% of gross room rental revenue.

## Goals

Increase tourism spending and hotel revenue in Butte County by effectively promoting tourism that optimizes Butte County's assets, including its location, recreation, agriculture and history while contributing to economic prosperity and regional development and supporting the attributes of the communities participating in the TBID (Chico, Oroville, Paradise, Biggs, Unincorporated County).

## TBID Statement

There are no proposed changes to the boundaries or assessed businesses. The district will continue to include lodging businesses, existing and future, available for public occupancy within the boundaries of Butte County\* as shown.

\*Gridley is excluded as they voted not to participate.



# LETTER FROM BOARD PRESIDENT BRUCE SPANGLER

Dear Butte County Tourism Partners:

Reflecting on 2017, it was a year of progress and growth for Explore Butte County as a brand and an organization. We launched with a website, logo, tagline, and a party to unveil it all!

The all-volunteer Board of Directors spent the year working with our advertising agency to develop a plan that would drive traffic to the Explore Butte County website to engage and excite potential visitors and drive visitation. We worked to launch social media channels and encourage visits and shares about events and activities happening in Butte County. Collateral was developed and distributed to lodging properties to help promote a consistent look and message of Explore Butte County.

As the Board of Directors looks forward to 2018, we have determined that our organization is ready for more programs. We plan to hire an Executive Director and staff, move into an office, launch the Zone Marketing Grant Program, develop an Ambassador Program, build out added-value programs for lodging on the EBC website, and strengthen our messaging through targeted media campaigns in 2018.

We thank you for the opportunity to serve our partners and look forward to all that 2018 will bring!

Sincerely,



Bruce Spangler

President, Explore Butte County

General Manager, Holiday Inn Express & Suites, Oroville



# EXPLORE BUTTE COUNTY BRAND LAUNCH

In June of 2017 Explore Butte County invited all lodging partners, jurisdiction representative, tourism partners and the media to an unveiling of the Explore Butte County brand, website and social media channels.

An initial campaign launch was centered around “Explorers Welcome” to showcase Butte County as a destination to explore.



[www.ExploreButteCounty.com](http://www.ExploreButteCounty.com)

- Users—9,416
- Sessions—12,934
- Pageviews—32,812

## Social Media

Facebook—ExploreButteCA      Instagram—explorebuttecountycal

- Followers—6,326      Twitter—@explorebutteca
- Likes—6,252

Key marketing personas were identified as:

- Casual Adventurer
- College Connection
- Beer Lover
- Local Food/Agri-tourism Lover
- Getaway Artist





# COMMUNICATIONS & PROJECTS



## 2017 State Fair Exhibit

Through partnership with Butte County, EBC Co-ordinated the design and execution of the Butte County booth at the State Fair.

- Won Silver Ribbon
- Added 698 contacts to the email list

## Communications

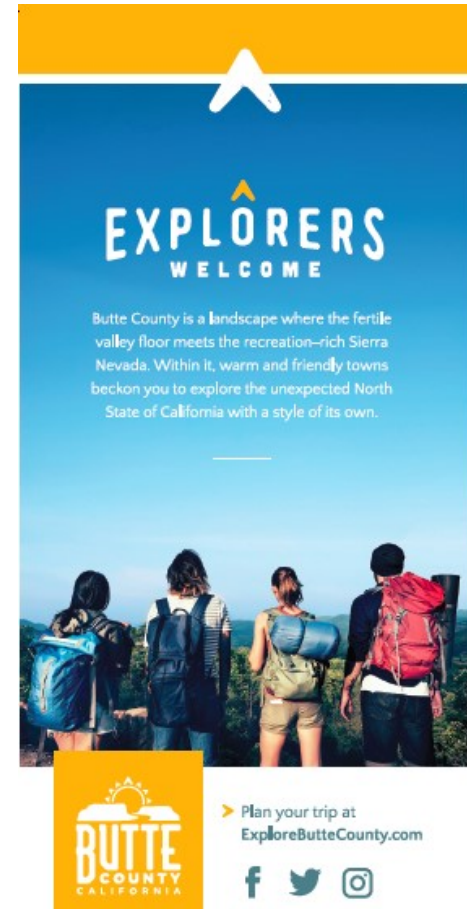
### Email Distribution Lists

- Direct-to-Consumer: 1,100
- Stakeholder: 104

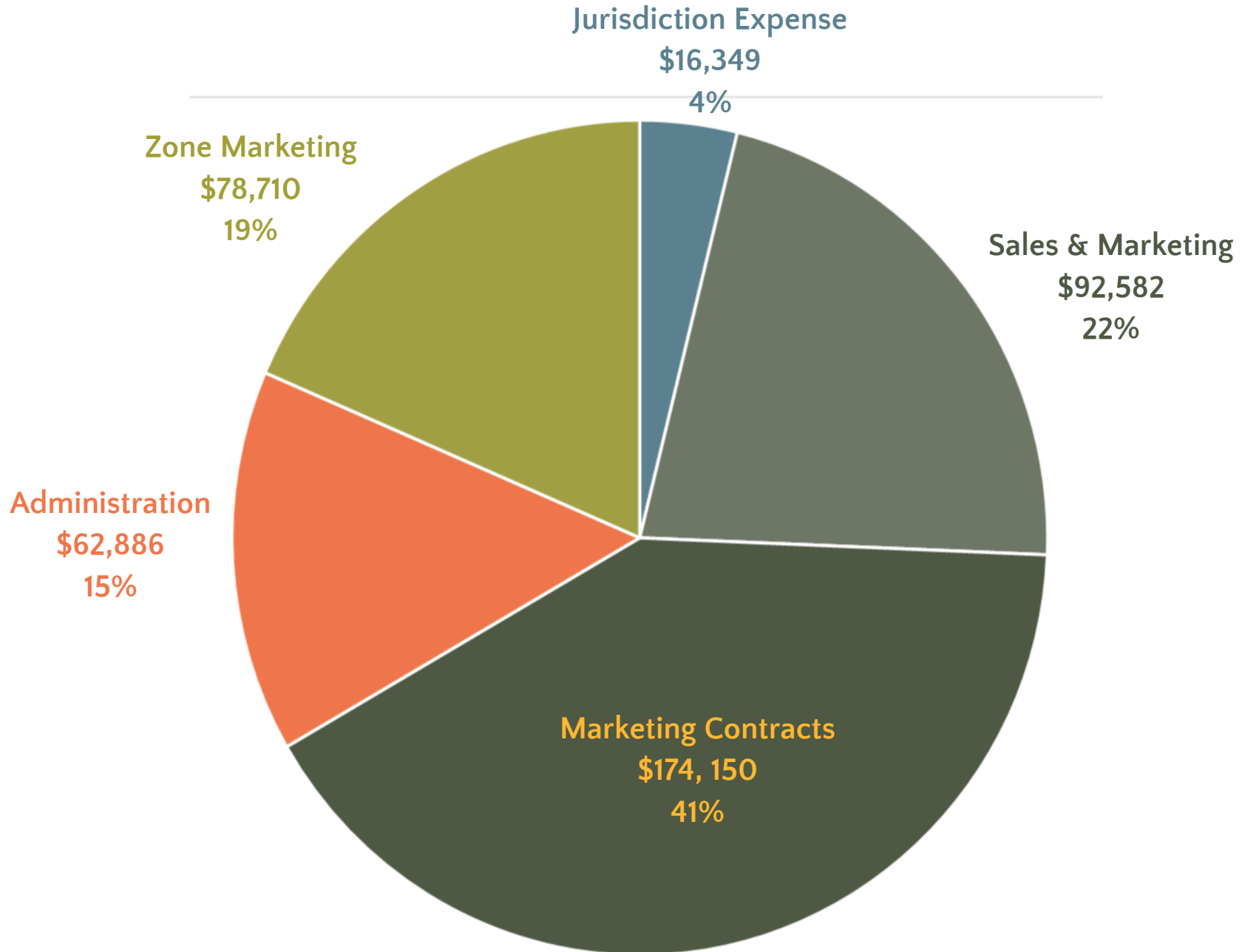
### Submission of Information to Visit California for Industry Distribution

- 8 Romantic Escapes for 8 Kinds of Couples
- Best Stargazing
- Best Vegan/Vegetarian Friendly Restaurants
- Extreme Sports
- What's New Winter 2018

### Printed Collateral and Banner Distribution to Lodging



# 2017 FINANCIALS

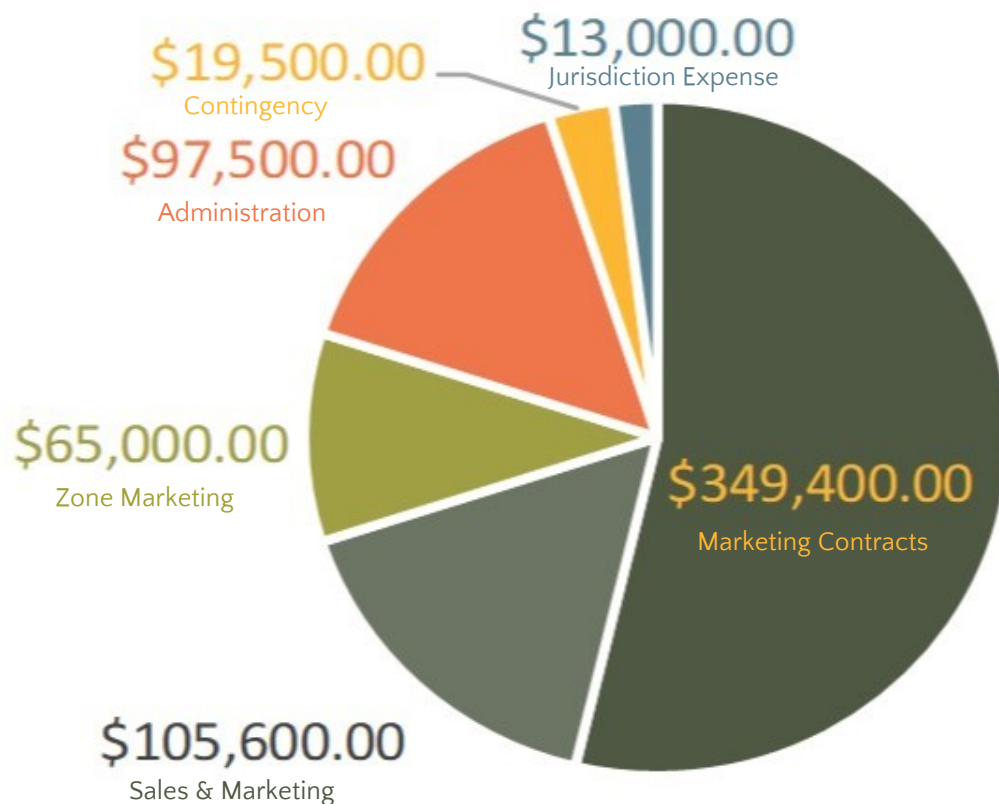


# 2018 PROJECTS

## 2017 Detail

- 2017 Year End Net Assets equaled \$1,048,593; \$471, 646 from 2017.
- \$16,731 of formation costs was retained by EBC by way of MOU with Butte County, all other revenue was solely collected from TBID assessments.

## 2018 Budget and Plan



### Sales & Marketing

- State Capitol Window
- State Fair Exhibit
- Advertising Campaign
- Creative; Web & Collateral
- San Francisco Chronicle
- SF Gate Digital Ads
- Ambassador Program

### Zone Marketing

- Award Zone Marketing Grants

### Administration

- Hire Staff
- Secure an Office/Location
- Strategic Planning

# 2017 BOARD OF DIRECTORS

## Board of Directors

**Bruce Spangler**, President—Holiday Inn Express, Oroville Lodging

**Brooke Smith**, Vice President—Courtyard by Marriott and Residence Inn by Marriott, Chico Lodging

**Jennifer Macarthy**, Treasurer—Advance North State—Member-At-Large

**Dori Franklin**, Secretary—Oxford Suites , Chico Lodging

**Mohammad Billah**, Board Member—University Inn, Chico Lodging

**Nicole Johansson**, Board Member—Sierra Oro Farm Trail, Member-At-Large

**Kiran Piragji**, Board Member—America's Best Value Inn

**Haroon Saddique**, Board Member—Best Western Paradise Hotel

## Advisory Board

**Debbie Collins**, City of Chico—Chico

**Heather MacDonald**, Butte County—Unincorporated County

**Melissa Schuster**, Town of Paradise—Paradise

**Scott Stoller**, Silver Dollar Fair—Chico

**Pamela Teeter**, Paradise Chamber of Commerce—Paradise

## Contact

Explore Butte County

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[www.explorebuttecounty.com](http://www.explorebuttecounty.com)