



REGULAR BOARD MEETING
GVB MAIN CONFERENCE ROOM - 4:00PM
THURSDAY; January 9, 2014

BOARD of DIRECTORS PRESENT:

Vice Chairman Bruce Kloppenburg	N. Oscar Miyashita
Theresa Arriola	Milton Morinaga
Judith Guthertz	AnnMarie Muna
Robert Hofmann	Nathan Taimanglo

BOARD of DIRECTORS TELEPHONICALLY:

Chairman Mark Baldyga

BOARD of DIRECTORS ABSENT:

Jennifer Camacho	Bartley Jackson
Eduardo "Champ" Calvo	Norio Nakajima

GVB MANAGEMENT & STAFF PRESENT:

Karl Pangelinan	Gina Kono	Felix Reyes
J. Nathan Denight	Colleen Cabedo	Nadine Leon Guerrero
Pilar Laguana	Josh Tyquiengco	Regina Nedlic
Debi Phillips	Doris Ada	Brian Borja
Laurette Perez	Kraig Camacho	June Sugawara
Antonio Muna	Dee Hernandez	Haven Torres
Meriza Peredo	Ana Cid	Elaine Pangelinan

GUESTS:

Dave Bell -Sen. Tina Muna Barnes Office

❖ Proceedings:

Meeting called to order at 4:19 p.m. by Vice Chairman Bruce Kloppenburg.

Review of the previous Regular Board minutes dated December 12, 2013.

Exhibit A

[Motion made by Director Guthertz, seconded by Director Hofmann, to approve the minutes of December 12, 2013.](#)

[Motion approved \(subject to correction\).](#)

❖ Acting Chairman's Report:

- Wished the GVB Board and staff a Happy New Year.
- Stated that GVB has a lot of challenges ahead for 2014. He goes on to add that at a later date the Chairman will go over specific goals to be achieved by both the Board and as individual Board members.
- Reported that business has been good.
- Reported that current media reports on island show that the dollar figures are down approximately 20% over the same period last year. This amount far exceeds the arrival numbers, which are basically even or in the 1% range. He adds that the yen to dollar ratio has a great affect on spending on Guam, for which, he would like this issue to be addressed in the upcoming months.
- Reported that there is no activity relative to the China Visa Waiver. China Marketing Committee is close to coming out with the Aggressive China Marketing plan based on not having the China Visa Waiver.

❖ General Manager's Report:

Exhibit B



Taste the Sweet Life.
Piligan (child) with Mango.

HÅFA ADAI

GUAM VISITORS BUREAU
Board of Directors Meeting
General Manager Karl Engilinan
January 05, 2014

PRELIMINARY MTD Visitor Arrivals
December 1 - 29, 2013
Total: 106,009 (1.6%)

% Market Mix	Origin	Pax	% to LY
62.7%	Japan	66,501	-5.6%
22.4%	Korea	23,758	15.0%
3.8%	US/Hawaii	3,993	-1.5%
3.6%	Taiwan	3,796	21.7%
0.5%	China	567	25.4%
1.3%	Russia	1,330	180.0%

PRELIMINARY CYTD Visitor Arrivals
January - December 29, 2013
Total: 1,321,941 (2.1%)

% Market Mix	Origin	Pax	% to LY
66.9%	Japan	883,824	-3.8%
18.5%	Korea	244,540	34.3%
4.3%	US/Hawaii	57,496	-7.5%
3.7%	Taiwan	48,628	-0.2%
0.8%	China	11,201	25.7%
0.6%	Russia	7,999	102.8%

JAPAN SMART GOALS

1. Goal Pax Achieve 5.9% market share (estimate 980,000 pax).
2. Increase group travel from 12% (112,813) to 15% (116,197) above 2013.
3. Achieve 3.1 days length of stay (up from FY13-2.98) by encouraging agent packages to offer 4-day packages.
4. Develop marketing campaigns that are focused on quality to help mitigate losses in visitor spend from increases in consumption tax increase planned for April 2014, (5% up to 8%).
5. Conduct low season promotions targeting family and wedding travel.

KOREA SMART GOALS

1. Increase Korean Arrivals by 7.4% from 232,847 to 250,000
3. Increase Yield (From FY13 of \$371.59/pax by 16% to \$431.00)
 - MICE Market: Target increase of 20% to LY of 7%.
 - Sports Tourism: Target increase of 20% to LY from 5 teams to 6 teams.
5. Establish Busan Gateway
6. Increase MICE Pax and Frequencies by 20% to 8.4% from FY13 of 7%.

TAIWAN SMART GOALS

1. Increase Yield
3. Increase SM Networks
5. Promote GVB Sports and Theme events

RUSSIA SMART GOALS

1. Achieve at least 12,500 Russian visitors to Guam in FY2014.
2. Further develop air accessibility by end of FY2014.
3. Develop more awareness of Guam as a U.S. visa-free destination as well as shopping and relaxation destination.
4. Establish a GVB marketing representative office in FY2014.

PHILIPPINES SMART GOALS

1. Meet the target number of tourists (11,500) visiting Guam from the Philippines.
2. Re-position Guam in the Philippine market by gearing all publicity efforts towards Guam as a premier shopping destination alongside our messages on Guam as a tropical US territory and its rich culture.
3. In a year's time, 4 stories will be released on shopping, 3 on culture and cuisine, 2 on key island events, and 1 on sports/recreational activities in Guam.
4. More familiarization tours for media, with each tour focusing on a specific messaging for Guam.
5. Increase news presence by 10% in PR value for the FY2014.
6. Increase PR reach by having **at least** one TV feature (aired nationwide) on Guam in FY2014.

PHILIPPINES SMART GOALS

7. Directly engage and sell Guam as a tourist destination to leisure travelers by participating in the biggest travel expo in the Philippines, the PTAA Travel Tour Expo.
8. Initiate Guam's MICE tourism from the Philippines by having at least 5 corporate incentive tours of 50 employees and up through constant engagement with corporate and travel agency partners in FY2014.
9. Engage with airlines to sustain GVB's strong partnerships by actively participating in the product updates of Philippine Airlines and United Airlines.
10. Forge partnerships with new airlines serving Guam from Manila.
11. Strengthen partnerships between GVB, Philippine Airlines, United Airlines, and possibly Cebu Pacific.

GREATER CHINA SMART GOALS

1. Increase visitor arrivals to 20,000 in FY2014.
2. Increase the total number of direct charter flights by 67% to reach 17 flights, including 2 flights during non-peak periods; Increase the number of non-charter visitors by travel agencies.
3. Increase Guam awareness in the travel trade industry
4. Increase Guam public awareness
5. Engage in joint promotions

HONG KONG SMART GOALS

1. Increase Visitor Arrivals to 14,000 in FY2014
2. Engage in Joint Promotions in FY2014
3. Market Development
4. Increase Media Exposure in CY2014

PACIFIC SMART GOALS

1. Regional Promotions with PATA International & PATA Micronesia Chapter
2. Expand the Dive Market - ADEX 2014
3. Branding Guam and Micronesia
5. United Airlines joint promotions with Guam
6. PATA Travel Mart/ITB Asia 2014

NORTH AMERICA/MILITARY SMART GOALS

1. Visiting Friends and Family (VFR)
2. WWII, Korean War and Vietnam War Veterans
3. Adventure/Scuba Dive Travel
4. Military

CRUISE INDUSTRY

1. Cruise Vessel Visits: Increase from 7 visits in FY2013 to 10 in FY2014.

DESTINATION MGMT SMART GOALS

Graffiti Campaign:

Estimated Accomplish Date: December 2013

Abandoned Buildings:

Estimated Accomplish Date: February 2014

Farenholt Streetlight Repairs

Estimated Accomplish Date: February 2014

Tumon Landscaping:

Estimated Accomplish Date: March 2014

Fire Hydrants:

Estimated Accomplish Date: March 2014

San Vitores Streetlight & Sidewalk Maintenance

Estimated Accomplish Date: April 2014 (Streetlights) & September 2014 (Sidewalks)

DESTINATION MGMT SMART GOALS

Surveillance Camera Monitors:

Estimated Accomplish Date: June 2014

Visitor Safety

Estimated Accomplish Date: March 2014

Tour Guide Certification

Estimated Accomplish Date: July 2014

Tumon Improvement Association

Estimated Accomplish Date: Ongoing

Beach Cleaning:

Estimated Accomplish Date: Ongoing

Island Road Maintenance:

Estimated Accomplish Date: Ongoing

Signage

Estimated Accomplish Date: Ongoing

DESTINATION MGMT SMART GOALS

TOURISM INDUSTRY RELATIONS

1. Developing the Visitor Relations program.
2. See Membership Smart goals.
3. Research on community cleanup program.
4. Finalize the crisis management plan.

SPORTS & EVENTS SMART GOALS

1. Overall Strategy

- Focus resources on higher impact events/activities that drive and attract visitors to Guam.
- Work with Sports Federations to improve their products to enhance the visitor experience.
- Develop and sustain two additional signature events i.e. Guam Long Ride/Tour of Guam, Women's surf competition, Triathlon event.
- Work with travel industry partners and GDOE to develop student sports exchange programs

SPORTS & EVENTS SMART GOALS

2. GVB Produced Signature Events

- GMIF (April)
- Guam BBQ Block Party @ Pleasure Island (May 2014)
- Ko'Ko' Half Marathon & Ekiden relay
- Guam Music Festival- Goal of 1,000 overseas attendees (May - June 2014)

3. Partner Produced Signature Events

- Junko Baseball (Dec)
- Guam International Marathon (April)
- Tropical Fantasy NYE Fireworks (Jan 1)
- Gov's Cup Ladies Golf Tourney (Feb)
- Xterra (March)/ Triathlon
- Smokin' Wheels (mid-April)

CHÀCO SMART GOALS

1. Community Outreach for Festpac 2016
2. Continue to provide high quality, authentic overseas cultural presentations
3. Village Fiesta and Festival
4. Guam Chamorro Dance Academy
5. US Mainland Guam Chamorro Dance Academy
6. Hafa Adai Pledge Program
7. Local cultural presentations
8. Cultural Awareness Research

MEMBERSHIP SMART GOALS

1. Increase FY2014 Membership to (450)
2. Add value to Membership benefits
3. Create a list of high level guest speakers for Quarterly Membership meetings

RESEARCH SMART GOALS

1. Revise customs forms to a smaller size, from 8-1/2" X 11" to 5-2" X 11", while retaining specific form items.
2. Implementation of CSPro software to process data collected from the customs forms.
3. Presentation of MICE Study results.

ADMIN/GOV REL/ACCOUNTING SMART GOALS

1. Reduce audit management comments from 3 in FY 2012 to 0 in FY 2013. (January 2014)
2. Issue Audited Financial Statements 15 days earlier than this year. (January 2014)
3. Generate and report monthly financial statements by the 15th of the following month for the previous month end. (Report to the Board of Directors by the 15th of each month and in Board of Directors packets for 2nd Board Meeting of the month)
4. Generate and report Financial Statements on a quarterly basis reflecting the Budget vs. actual expenditures by Market and Program event. (FY 2014 1st Quarter)



- Number of Committee Meetings in CY 2013:
 - Japan (11), Korea (10), Greater China (10), Russia & New Markets (8), North America & Pacific (8), Destination Management (7), CHaCO (9), Sports & Events (9) regular & (3) special, Membership (4), and Research (3).

❖ Report of the Treasurer:

Exhibit C

Cash Position Report:

Cash report as of January 6, 2014.

Total cash in banks report (as of 1/6/14) \$13,287,876.32

Total allotment received to date: \$4,122,105.00

Accounts Receivable FY2014: \$14,140,029.00

Accounts Payable to Date: \$5,775,599.31

- Director Miyashita reported that it continues to look healthy.
- Director Miyashita and Accounting will look into the 2.5 million Accounts Receivable 2012.
- Accountant III , Laurette Perez, added that after closing the audit at the end of January, the numbers for Accounts Receivable 2013 may change.

❖ Report of the Board Committees:

A. EXECUTIVE COMMITTEE

Director Miyashita made a motion, seconded by Director Hofmann, to ratify approval authorizing the General Manager as Chief Procurement Officer of the Bureau to begin negotiations with the highest ranked respondent for RFP 2014-001: Event Management Services and if successful, enter into contract.

Motion approved.

Background: In accordance with 5 GCA Ch.5 Guam Procurement Law, the Bureau issued RFP 2014-001: Event Management Services to procure professional services in planning and executing GVB signature events such as, but not limited to, the Guam Micronesia Island Fair and the new Guam Music Festival.



Issue:

Board approval required to proceed with project.

Director Hofmann made a motion, seconded by Director Taimanglo, to ratify approval authorizing travel for the KMC Chairman, the GVB General Manager and one (1) GVB Staff to travel to Seoul and Busan, South Korea, for meetings with the KGTC, Yeobaekhoe, KGMC, KE, Jin Air, Jeju Air, T-Way Air, Air Busan, GVB's GSA, PR Agency, and others during January 14-18, 2014. Cost is approximately \$5,479.00 from the FY2014 Korea Sales Marketing Development Acct# SMD019.

Motion Approved.

Airfare (\$750 x 3 pax)	\$2,250.00
Seoul Lodging (OM/GM: \$287.50/day x 2 Pax x 2 Nights)	\$1,150.00
Seoul M&IE (OM/GM: \$150/day x 2 pax x 3 Days)	\$900.00
Seoul Lodging (Staff: \$230/day x 2 Nights)	\$460.00
Seoul M&IE (Staff: \$120.00/day x 3 days)	\$360.00
Busan Lodging (Staff: \$233/day x 1 days)	\$233.00
Busan M&IE (Staff: \$126 x 1 Days)	\$126.00
Total	\$5,479.00

Background: The KMC, during their Tuesday, December 17, 2013 meeting, entertained and approved a motion for the KMC Chairman, GVB GM, and one GVB staff to travel to Seoul and Busan, South Korea to meet with and thank the travel industry for a banner 2013, as well as, solicit continuing support for 2014.

KMC Chairman N. Oscar Miyashita, the General Manager, and the GVB Korea Marketing Officer II plan to pay a new-year visit with the KGTC, Korean Air, Jin Air, Jeju Air, T-Way Air, KGMC, and other Korean trade organization executives. The Marketing Officer will join GVB's Korea GSA in Busan for meetings with Air Busan and Busan TA's. In Seoul, they also plan to meet with the GVB GSA and PR companies to discuss strategies, SMART goals, MICE, and other initiatives relative to the Tourism 2020 Plan.

The trip also seeks to reinforce developed relationships between GVB and the Korean trade, especially the KGTC.

Issue:

Board approval for travel required.

B. DESTINATION MANAGEMENT

- DMC meeting will be at the end of the month.
- Thanked Doris Ada for sending out reminders and keeping everyone on task.
- Western Gun Club should be taken down soon and appreciated the Lieutenant Governor's help with it.
- Pushing to get the mural completed on a timely manner.





- Working with DPW to get highway money to do the cross stripping the other way.
- Working on a public education campaign.
- Mayors are working with PIC to clean up and fix up the mapped routes for the Guam Long Riders on Sunday, January 19.
- Working with realtors and Sen. San Nicolas for a better abandon building legislation.
- Director Guthertz had a question about the status on the Chinese restaurant. Suggested that in the case if they are going to tier down the building, GVB management should talk to the owner to discuss moving the lions to the Chinese park. Director Hofmann will see if the Tamuning mayor can take the two lions.

C. RUSSIA & NEW MARKETS

- MOII Gina Kono reported that the next committee meeting will be on January 22nd, in which, a new marketing representatives from Russia will be attending to make a presentation on a new marketing plan for this fiscal year.
- Vice Chairman commented that Russia is doing quite well, but need to also try to monitor the spending for the Charter flights versus spending for the FIT.

D. SPORTS & EVENTS

- First committee meeting January 10 at 2pm.
- The Guam Long Ride will take place on the 19th. The event will start and end at ASC in Hagatna. There are 300 total participants and 72 participants from Japan that are registered.

E. JAPAN MARKETING

Exhibit E

Director Morinaga made a motion, seconded by Director Miyashita, to approve travel for Deputy General Manager to interview candidates for Senior Sales Manager and to oversee the website training/planning in Japan from January 19-22, 2014. (Estimated cost of \$2,270.00 from Japan Budget Acct#SMD008)

Motion Approved.

Airfare		\$ 800.00
Per Diem		
Deputy GM	\$490.00 x 3 Nights	<u>\$1,470.00</u>
Total:		\$2,270.00

Background: Deputy General Manager’s participation is necessary to interview the possible candidates for Senior Sales Manager position for GVB Japan Office and also to oversee the website training/planning during his stay.





Director Morinaga made a motion, seconded by Director Hofmann, to approve travel for Computer Specialist and Marketing Officer II, Japan for website training for our Japan Office from January 19-24, 2014. (Estimated cost of \$5,520.00 from Japan Budget Acct#SMD008)

Motion Approved.

Airfare	\$800 x 2 pax	\$1,600.00
Per Diem		
Computer Specialist	\$392.00 x 5 Nights	\$1,960.00
Marketing Officer II	\$392.00 x 5 Nights	\$1,960.00
Total:		\$5,520.00

Background:

Travel is necessary to train our GVB Japan staff to familiarize with our new website and CRM training.

- Director Morinaga reported that there will be a JMC meeting next week Wednesday, January 15.
- For January and February, travel agents are worried that they are not picking up enough business.
- Delta Airline will be cutting seats, effective Feb.
- Japan MOII Nadine Leon Guerrero, will report back the percentage of seats that will be cut effective February for Delta flights.

F. ADMINISTRATION & GOV'T REGULATIONS:

- Director Guthertz requested that a Government Relations section be included in 2014 GVB Smart Goals.
- Director Guthertz asked for feedback on the Strategic Plan. Deputy General Manager Nathan Denight replied by stating that he contacted Senator Tina Muna Barnes office and they've disseminated an email to all the senators.
- Director Guthertz made a suggestion to rather than wait for input, send a letter thanking them for having provide the opportunity for GVB to present the Strategic Plan and to indicate when the final version will come out.
 - General Manager Karl Pangelinan will work on the letter.
- Director Guthertz questioned the progress of the Tourist Crime Court that was discussed in previous Board meetings. She requests the Board to start listing initiatives that GVB would like to pursue.
 - Deputy General Manager Nathan Denight responded that he would follow up with Josh Tygueingo, to who was tasked with researching how many cases were there against tourists.
- Director Guthertz brought up a suggestion that was made last Board meeting, to have the GVB officially advocate for the Chamorro Masters, under the division of CAHA, to request that these Chamorro Masters have at least a unit within the Chamorro Village where they can display and demonstrate their craftsmanship. She adds this will be a





place where tourists can observe traditional Chamorro crafts and see how it is made during the Wednesday Night Market.

- Vice Chairman Kloppenburg, in response to Director Guthertz suggestion, requested to include this issue and research the Chamorro Masters benefits (under the jurisdiction of Department of Chamorro Affairs), in GVB Smart Goals for 2014.
- General Manager will send a letter out to the President of Department of Chamorro Affairs.
- Vice Chairman Kloppenburg reported that he and Chairman Baldyga discussed that they will put a mechanism in place for Board members that sit in, to brief the other board members, so everyone is aware of what is being voted on.

G. CULTURAL HERITAGE & COMMUNITY OUTREACH:

- Director Arriola requested to include in CHaCO Smart Goals, the number of events that were granted last year and expected events that will be granted this year by CHaCO.

H. GREATER CHINA MARKETING

- Vice Chairman Kloppenburg noted that they are putting together the aggressive China plan, which they will unveil in their committee meeting on January 10.
- Haven't heard from United in the last day or two, which he believes could be a significant component if they were to present something to the committee.
- Reported that staff is ready and would like to get the Aggressive China Plan to the Board as soon as possible.
- Vice Chairman Kloppenburg reported that Victor would like to be back on the Board for Greater China.

I. KOREA MARKETING

- Next KMC meeting will be on January 28.
- As approved by the executive committee, Director Miyashita, the General Manager, and MOII Felix Reyes, will be leaving to Korea to essentially thank and ask for continued support from industry leaders and KGTC members.
- While in Korea they will also meet with a potential second carrier from Busan.
- Expecting some KGTC annual Guam visits early this year, for which the dates have not been finalized.
- Marketing Manager Pilar Laguana added that although there is a direct Charter service from Russia, the GVB should still maintain and strengthen the relationship with the new leadership at KAL because of their connecting services from other cities.

J. MEMBERSHIP DEVELOPMENT

- Introduced Meriza Peredo as the new TIR.
- Vice Chairman Kloppenburg announced that he will soon be stepping down and Chairman Baldyga will appoint a new Board member from membership.



K. NORTH AMERICA & PACIFIC (NAP)

- Next NAP meeting will be on Monday, January 13.
- Director Guthertz suggested that perhaps another Smart Goal for Philippines should be to focus on the expatriate community and foreign population to come to Guam. She goes on to add that there are thousands of Americans living in the Philippines and a very large foreign population that are involved in Asia development, international organizations; in which, many go on vacations regularly.

L. RESEARCH:

- To validate each committee's progress to reaching their goals, Vice Chairman Kloppenburg requested Research to monitor and give quarterly reports.

❖ **OLD BUSINESS**

- No old business.

❖ **NEW BUSINESS**

- Director Guthertz suggested looking at India as a potential market. As a research initiative, get a profile of people travelling in and out of India, in the hopes that we can track some to Guam.

❖ **EXECUTIVE SESSION**

- No executive session.

❖ **ANNOUNCEMENTS**

- No announcements.

❖ **ADJOURNMENT**

Vice Chairman Kloppenburg, seconded by Director Muna to adjourn the meeting. Meeting adjourned at 5:14PM.

Motion approved.

Ms. Theresa C. Arriola, Secretary of the Board of Directors

Board Minutes prepared by Colleen Cabedo, Executive Secretary



Action Items 01/09/14:

1. Mid year Committee review
 2. MEMBERSHIP
 3. ACCOUNTING
 - Chairman Baldyga requests to go over financial statements with Controller, Rose Cunliffe and Director Miyashita by the end of the year to see where GVB stands and how it can be taken another step further. (11/27/13)
 - For next meeting, the Board will make the motion to return the 2/12 Memorial Fund back to the General Account. (12/12/13)
 - Funds for GVB's contribution to Guam Crime Stoppers will be taken from the General Account. (12/12/13)
 - Director Miyashita and accounting will look into the 2.5 million accounts receivable 2012. (1/9/14)
- JAPAN
- Japan MOII Nadine Leon Guerrero, will report back the percentage of seats that will be cut effective February for Delta flights. (1/9/14)
- DMC
- Chairman Baldyga wants a letter written to private businesses regarding the graffiti issues. (10/24)
 - For the 1st Quarter Smart Goals, Chairman would like to see Destination Management create a system that attacks:
 - (1) Drafting of a new signage law,
 - (2) Abolishing graffiti and,
 - (3) The new Visitor Safety Patrol. (12/12)
 - In addition to DMC Smart Goals for 2014, Chairman Baldyga advises to act upon the construction of bus stops. (12/12)
- KMC
- **Awaiting Response:** Vice Chairman Kloppenburg asked to find out what percentage comes out of the Korea market vs Japan market in regards to the \$5 facility fee paid to GIAA. (10/10)
 - **Ongoing:** Chairman Baldyga requests the KMC to come up with creative ideas to support flightship carriers. (11/27)
- GREATER CHINA
- Vice Chairman Kloppenburg will share a copy of the new aggressive China plan for FY2014, for initial review for next board meeting. (11/27)
- RUSSIA AND NEW MARKETS

- Set up Medical Tourism task force
 - Chairman Baldyga and Director Jackson will meet this week about the Medical Task Force. (7/11)
 - Followup with US consulate regarding sisterhood agreement. (10/10)
 - Chairman Baldyga suggests that GVB encourage its members to provide Russian language product brochures, signage, menus, etc. to help Russian tourists. (11/27)
 - Chairman Baldyga suggested that the 1st Quarter Smart Goals for the Russia Committee, include sending out a letter to membership giving suggestions to aid in their promotions to the Russia market. (12/12)
- NAP
- ADMINISTRATION / GOVERNMENT RELATIONS
- Director Guthertz requests that the Board write a letter recommending Chamorro Village management, under the Department of Affairs, to prioritize the Traditional Chamorro Masters, by providing them two units within Chamorro Village to have demonstrations and to display their craftsmanship. (12/12)
 - Director Guthertz requested that a Government Relations section be included in 2014 GVB Smart Goals. (1/9/14)
 - General Manager will send a letter out to the President of Department of Chamorro Affairs. (1/9/14)
 - General Manager will work on the letter thanking senators for having the opportunity to have them review the Strategic plan and indicate when it will be published. (1/9/14)
 - In response to the Tourist Crime Court brought up by Director Guthertz, Deputy General Manager will follow up with Josh Tyquiengco on research of the amount of crimes that were made on tourists. (1/9/14)
- SPORTS & EVENTS
- Director Morinaga recommends providing information to GHRA about sports cycling. (11/27)
- CULTURAL HERITAGE & COMMUNITY OUTREACH
- EXECUTIVE COMMITTEE
- RESEARCH
- Chairman Baldyga suggested that during monthly updates, load factor by market be included for discussion. (11/27)
 - For visual clarification, Chairman Baldyga requested to include expenditures of per day and per stay, within the Exit Survey. (12/12)