



**BOARD OF DIRECTORS REGULAR MEETING**

Wednesday, November 23, 2016 - 3:00 p.m.

Guam Visitors Bureau - Main Conference Room

**BOARD OF DIRECTORS PRESENT:**

Chairman Mark Baldyga	Director Bruce Kloppenburg
Director Norio Nakajima	Director Katarina Sgro
Director Theresa Arriola	Director Hong Soon Im
Director Clifford Guzman	Director Robert Hofmann
Director Bart Jackson	Director Eduardo "Champ" Calvo

**BOARD OF DIRECTORS TELEPHONICALLY:**

**BOARD OF DIRECTORS ABSENT:**

Director Sam Shinohara                      Director Milton Morinaga

**GVB MANAGEMENT & STAFF PRESENT:**

Jon Nathan Denight	Telo Taitague	Karida Brennan
Nicolas Yasuhiro	Russell Ocampo	Rose Cunliffe
Regina Nedlic	Colleen Cabedo	Nadine Leon Guerrero
Mark Manglona	Laurette Perez	Doris Ada
Meriza Peredo	June Sugawara	Nakisha Garrido
Ana Cid	Nico Fujikawa	Kraig Camacho
Dee Hernandez	Lisa Linek	Antonio Muna
Brian Borja		

**GVB MANAGEMENT & STAFF TELEPHONICALLY:**

**GUESTS:**

Chris Wong - The Guam Daily Post

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I. CALL TO ORDER

Chairman Baldyga called the meeting of Board to order at 3:10 p.m.

II. MINUTES OF THE PREVIOUS MEETING

Exhibit A

Chairman Baldyga made a motion to approve the minutes of the previous Board of Directors meeting dated November 10, 2016.

**Motion unanimously approved (Subject to minor revisions)**

III. CHAIRMAN'S REPORT

- o Chairman Baldyga touched on the signage law modifications drafted by Dan Swavely (Signage Law Modifications motion under Destination Management). He stated that Dan did a great job. Chairman Baldyga previously discussed the modifications with Director Guzman, President Denight, and Doris Ada. He decided to remove the motion from the agenda and allow the Board some time to review the modifications. The Board will entertain the motion at the next Board meeting.
- o Chairman Baldyga reported that he gave a presentation at the Association of Mariana Islands' Mayors, Vice Mayors, and Elected Municipal Council Mayors Annual Meeting and it

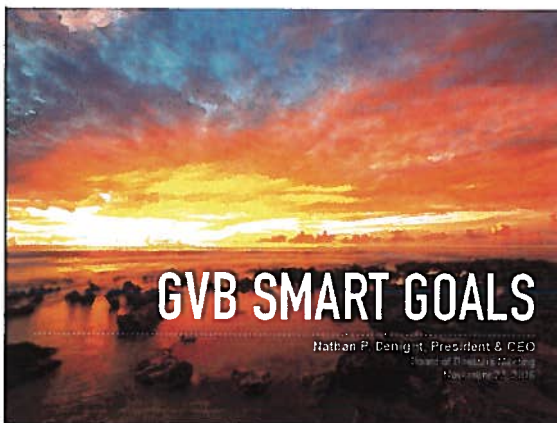


was well received. He will compile all of the suggestions and comments he received and distribute them to Management and the Board. He shared that the Hagåtña Mayor is concerned that the Tumon Night Market is detracting from the Wednesday Night Market at Chamorro Village. Mayor Hofmann stated that the mayors also gave some suggestions on how we can improve Guam products, education, customer service, and festivals. Chairman Baldyga reported that the mayors would like for the mayors of Saipan and Guam and the GVB Board to meet four times a year. Mayor Hofmann added that CNMI wants GVB to make more contact with the Marianas Visitors Authority.

- o As the term for this Board is coming to an end, Chairman Baldyga suggested having the same committee transition meetings that we have had in the past. He also suggested that we distribute thumb drives with Bylaws, SMART Goals, etc. to the new Directors. Director Jackson said we should encourage the current committee chairs and vice chairs to continue to attend committee meetings they are apart of to assist new chairs.

IV. GENERAL MANAGER'S REPORT

- o SMART Goals review



**JAPAN – FY2016 SMART GOALS & RESULTS**

Goal	Results
Increase opportunities with OTAs and FIT	Advertising on DeNA, Rakuten, JTB, HIS, etc.
Targeted incentive plan for regional areas	Plan moved to FY1
Reach 4X Share of Voice	Achieved with Co-op Advertising
Continue aggressive Group/MICE campaign	Achieved 110,000 pa
Secure additional airline capacity	UA, DL, JAL, ANA, KE, Peach, Vanilla, Jet Star

**JAPAN – FY2017 SMART GOALS**

- > Aggressive online advertising to reach OTAs and FITs
- > MICE/Group incentive plan scheduled for April 1 – September 30, 2017
- > Achieve 120,000 group/MICE arrivals
- > Increase SNS presence, achieve 50,000 engagements/likes/followers
- > Improve communications with GIAA for better airline marketing program
- > Achieve 135 charter flights in FY17
- > Introduce Guam repeater campaign
- > Work closely with Destination Management to improve Guam image

**KOREA – FY2016 SMART GOALS & RESULTS**

Goal	Results
Increase arrivals by 27% from 375,000 to 475,000	> FY2016 a total number of Korean Arrivals: 519,430 (35.2% increase)
Establish a Busan Gateway - convert all flights to regular schedule flights to daily	> Jin Air launched 4x a week direct flights to Guam from Busan on April 29, 2016 > Jun Air is increasing to daily basis flight (Dec. 01 – TBD) > Jeju Air increased to daily basis flight (Oct. 31 – TBD)
Increase Yield per pax by 20% from \$431.00 to \$517.00	N/A





**KOREA - FY2017 SMART GOALS**

- > Increase Korean Arrivals by 15.7% from 475,000 to 550,000
- > Develop New Niche Market
  - MICE Market: collaborate with Korea MICE Association for members
  - Sports Tourism: conduct co-op marketing with local sport event and Korean partners
- > Travel Trade Co-op
  - Trade Education Seminar: host small & large scale of training seminars called 'GUAM Expert'
  - Travel Trade & Media FAM Mission: host various theme of FAM tour inviting key travel trade partners and media
  - Sales Contest with Airlines: select target airline and its major travel agencies to participate in the sales contest
- > Digital & Social Media
  - Optimize communication with potential customers through the Guam SNS channels and increase a number of fans & followers

**MAINLAND CHINA - FY2016 SMART GOALS & RESULTS**

Goal	Results
Strengthen awareness of Guam among the travel trade.	<ul style="list-style-type: none"> <li>&gt; Executed Guam exclusive roadshow and seminars</li> <li>&gt; Exhibited at major promotions in China.</li> <li>&gt; Strengthened awareness of Guam by branding Guam product in themes of romance, sports, shopping and family.</li> <li>&gt; Joint promotions with MICE companies.</li> <li>&gt; Executed quarterly agent FAM tours.</li> </ul>
Increase identification of Guam among the consumer market	<ul style="list-style-type: none"> <li>&gt; Organized advertising campaigns tied with selected media, social media, charter flight agencies, and airlines.</li> <li>&gt; Increased online presence through social media activities promoting various features of Guam.</li> <li>&gt; Promoted Brand Awareness through Film/TV show shootings on Guam.</li> <li>&gt; Increased identification of Guam by highlighting Chamorro culture events.</li> </ul>

**MAINLAND CHINA - FY2016 SMART GOALS & RESULTS**

Goal	Results
Increase the total number of direct charter flights to Guam	<ul style="list-style-type: none"> <li>&gt; Implement key account management, which could stimulate tour operator's sale, direct and charter flight with completed cooperation on training, joint promotion and incentive.</li> <li>&gt; Work closely with scheduled airlines to promote capacity occupation during shoulder and low seasons.</li> </ul>
Educate Guam Travel Industry partners to facilitate the development of itineraries for Chinese tourists	<ul style="list-style-type: none"> <li>&gt; Two China agents groups from the leisure market and MICE market exchanged experience with Guam travel industry partners.</li> </ul>
Develop MICE program to promote Guam as a MICE destination.	<ul style="list-style-type: none"> <li>&gt; Developed MICE group support policy in FY2016 and MICE sales kits to promote to travel trade and corporate clients.</li> </ul>

**MAINLAND CHINA - FY2017 SMART GOALS**

- > Increase Chinese visitor arrivals to 35,000 by the end of FY2017.
  - Joint promotion with Charter agents
  - Increase load factor of direct flight between Shanghai and Guam
  - Year-round promotion with 3 selected OTAs to increase Guam visibility in consumer
  - Increase lead generation and win of incentive group to Guam
- > Strengthen Guam uniqueness and visibility by featuring TOP 10 activities and excursions:
  - 200 POI development of Guam activities and excursions
  - Identify TOP 10 Guam excursions and promote on digital marketing channels
  - Implement Quarterly media FAM to increase year round total PR value by 20%
  - Implement bi-annual digital campaigns to keep the topic sharp in consumer market
  - Target Family, office lady, and sport fancy to implement offline consumer events in Beijing, Shanghai and Guangzhou - minimum 1 event per city per year.
- > Assist GVB stakeholders to develop China market
  - Organize Guam China Sales Mission and recruit minimum 10 partners from Guam
  - Facilitate partnership between Guam stakeholders and ALITRP
  - Organize product seminar and FAM tour on Guam for 25 selected Chinese tour operators

**TAIWAN - FY2016 SMART GOALS & RESULTS**

Goal	Results
Increase yield	<ul style="list-style-type: none"> <li>&gt; Incentive program for wedding group</li> <li>&gt; Incentive program targeting senior citizens</li> <li>&gt; 3.3% arrival growth from Oct. 2015 to June, 2016 compared to last year.</li> <li>&gt; China Airline has added one more flight on Saturdays starting from July, 2016.</li> </ul>
Increase Guam's Share of Voice by 5%	<ul style="list-style-type: none"> <li>&gt; The accumulative value of media exposure for FY2016 has reached US\$541,748,571 with 96.3% increase compared to the same period of last year. (USD\$21,259,521)</li> <li>&gt; Invited celebrity newsworthy Beatrice Fan and Min Wei Yang to have their wedding photography on Guam during SOF. Their post on FB had received tens of thousands of like immediately and generate coverage from major media outlets.</li> </ul>

**TAIWAN - FY2016 SMART GOALS & RESULTS**

Goal	Results
Increase Guam's social influences on Social Media network	<ul style="list-style-type: none"> <li>&gt; There are 57,718 fans on GVB Taiwan Facebook fans page</li> <li>&gt; Adjusted the FY2017 SMART goals according to the circumstances, making them become reasonable goals</li> </ul>
Develop M.I.C.E Market	<ul style="list-style-type: none"> <li>&gt; Attracted more than 1,400 pax from MICE group in FY2016</li> </ul>
Develop mobile marketing tactics and launch a new Social Media tools	<ul style="list-style-type: none"> <li>&gt; Taiwan Market has developed its Instagram service on Oct., 2015.</li> <li>&gt; There has been around 850 followers so far.</li> </ul>





**TAIWAN – FY2016 SMART GOALS & RESULTS**

Goal	Results
<b>Achieve and maintain TPE-GUM daytime flights</b>	<ul style="list-style-type: none"> <li>Series of joint promotion with China Airlines</li> <li>Promoted incentive programs for students, senior citizens and company group.</li> <li>China Airlines has extended its daytime flights and even added one more flight on Saturdays</li> <li>Co-marketing campaign with CI Kaohsiung Office to boost the arrival from the southern Taiwan</li> </ul>
<b>Promote PATA Summit 2016</b>	<ul style="list-style-type: none"> <li>Promote PATA Summit at Travel Trade Shows</li> <li>Produced brochure and distribute to travel agencies</li> <li>Bring 2 trade media to participate the PATA</li> </ul>
<b>Promote FESTPAC 2016</b>	<ul style="list-style-type: none"> <li>Issued PRs, uploaded promotional videos and developed DM's for FESTPAC</li> <li>Promoted FESTPAC in all in country events</li> <li>777 Club organized 28 PAX group tour on Guam during FESTPAC.</li> </ul>

**HONG KONG – FY2016 SMART GOALS & RESULTS**

Goal	Results
<b>Channel Partner Programs</b>	<ul style="list-style-type: none"> <li>United Airlines – Continuing to work on product development.</li> <li>Focus &amp; Provide support for the Education sector</li> <li>MTE &amp; MICE – Ordeal turn out from GVB Guam Partners. Great uptake by GVB HK Partners Overall a good Expo for Guam.</li> </ul>
<b>Market Development</b>	<ul style="list-style-type: none"> <li>Education Market - Programs have been developed with to support increased focus on this segment</li> <li>MICE Support program development continuing</li> <li>Developing OTA partnerships such as Travelzoo</li> <li>Continued exposure in market - Campaigns been developed and tested.</li> <li>Joint Promotions developed for the Wedding market</li> </ul>
<b>Increase Media Exposure</b>	<ul style="list-style-type: none"> <li>Bloggers have undertaken unsupported travel seeking feedback from others, varied interest.</li> <li>Social Media Accounts - Increased FB interaction through the use of games and promos. Deployed Instagram account.</li> </ul>

**PHILIPPINES – FY2016 SMART GOALS & RESULTS**

Goal	Results
<b>Increase visitor arrivals by 10% from the previous year of 12,450</b>	<ul style="list-style-type: none"> <li>FY 2016 numbers reached 18,794, a 52% increase</li> </ul>
<b>Increase Guam's awareness through a sustained year-round publicity program and Media Fam Tours</b>	<ul style="list-style-type: none"> <li>Participation in the largest travel trade and consumer shows in the Philippines.</li> <li>Conducted sales calls and workshops with various travel agents and media.</li> </ul>
<b>Work closely with MICE organizers/planners to expand on this market</b>	<ul style="list-style-type: none"> <li>Worked closely with MICE organizers.</li> <li>Several groups visited Guam</li> <li>Worked with local ground agents to accommodate these groups.</li> </ul>

**TAIWAN – FY2017 SMART GOALS**

- Increase yield
  - Achieve a 5% increase in arrivals in Low Season targeting the MICE and wedding groups
- Increase Guam's share of voice (SOV) on news by 10%
  - Leverage Guam's natural resources and signature events
  - Build up Guam's brand image from tourism, entertainment and sports industry
  - Keep close relationship with Taiwan entertainment and sports industries
- Increase Guam's social influences on Social Media networks
  - Increase social media interaction and conversations via GVB Taiwan's Facebook & Instagram page.
- Develop M.I.C.E Market
  - Hold MICE familiarization tours, travel agent seminars
  - Target at least 10 groups with over 20 PAX annually
  - MICE incentive program – optional, request for additional budget
- Develop mobile marketing tactics
  - Expand service on SM marketing such as connecting FB fans page and Instagram together, organizing SM campaigns on both platforms.
- Achieve and maintain TPE-GUM daytime flights
  - Provide sufficient support to CI's daytime flights
  - Help CI reach at least 75% L/F rate average

**HONG KONG – FY2017 SMART GOALS**

- Increase Guam Wedding traveller by 5%, and increase Wedding promoters who are promoting Guam wedding market by 40% over FY2017.
  - Joint promotions to promote Guam's wedding market.
  - Expand reach to Hong Kong wedding planners to promote Guam as a wedding destination.
  - Seek advertorial or general marketing opportunities with leading Wedding Magazines and Websites.
  - Look to brand Guam as a destination for Anniversary and Re-wedding ceremonies
- Increase Guam adventure (Surf, Dive, Hike) traveller by 15%, and have 5 adventure travel media promoters actively promoting Guam as an adventure travel destination over FY2017.
  - Seek joint promotions to promote Guam as a surf, dive, hike destination to generate public and trade awareness.
  - Identify and work with Adventure and sporting travel media, Agents and groups.
  - Seek advertorial or general marketing opportunities with leading sports and adventure Magazines and Websites.

**PHILIPPINES – FY2016 SMART GOALS & RESULTS**

Goal	Results
<b>Continue to participate jointly in major travel shows with airlines, travel agents and GVB members.</b>	<ul style="list-style-type: none"> <li>Participation in PTAA Travel Tour Expo and the Travel Madness Expo annually.</li> <li>Works with airline partners and travel agents to create attractive packages to Guam.</li> </ul>
<b>Increase GVB Philippines social networking reach to promote on island annual signature events and engage followers.</b>	<ul style="list-style-type: none"> <li>Facebook page has grown tremendously receiving more than 35,000 likes so far within a year's time.</li> </ul>
<b>Continue to increase interest for travel to Guam by promoting Guam's major events for 2016.</b>	<ul style="list-style-type: none"> <li>Major events promoted in the 2 main travel consumer shows and during workshops/seminars conducted in the market for both trade and media.</li> </ul>
<b>Conduct sales calls for Guam product updates in Metro Manila, Cebu and other provinces.</b>	<ul style="list-style-type: none"> <li>Conducted annual product updates with travel agents and media from Metro Manila, Cebu and neighboring provinces.</li> </ul>





**PHILIPPINES - FY2017 SMART GOALS**

- > Achieve at least 20,000 Filipino visitors to Guam through engagement with TAs, airlines, corporate partners, and key players in Philippine media.
- > Participate in at least two (2) exhibitions throughout the year: PTAA TTE & TME.
- > Conduct at least three (3) Guam Product Update Workshops for TAs, Metro Manila, Cebu and another in a province.
- > Establish close working relationship with United Airlines, Philippine Airlines, Cebu Pacific and travel agents to promote Guam through co-op activities, both online and offline.
- > Conduct at least three (3) familiarization tours for Media to participate in GVB's signature events.
- > Work closely with MICE organizers/planners to expand MICE business on Guam.
- > Come up with an incentive program for travel agents to push travel to Guam, especially during Guam's signature events/campaigns.
- > Continue to promote the number one reason Filipinos love traveling to Guam: Shopping!
- > Increase GVB Philippines' social networking reach and develop independent online campaigns to promote on island annual signature events and engage followers.
- > Continue to increase interest for travel to Guam by promoting Guam's major events for 2017 and the "LOVE GUAM" theme.
- > Conduct sales calls for Guam product updates in Metro Manila, Cebu and other Provinces

**RUSSIA - FY2016 SMART GOALS & RESULTS**

Goal	Results
Achieve at least 3,500 Russian visitors to Guam in FY2016 through engagement with TAs, airlines, corporate partners, and key media	> Goal not achieved. FY 2016 total arrivals are at 2,488.
Participate in 3 exhibition	> GVB participated in MITT, PITE and SITT.
Conduct 2 Guam Product Update	> Achieved. GVB conducted product updates in Vladivostok, Khabarovsk and Yuzhno-Sakhalinsk.

**RUSSIA - FY2016 SMART GOALS & RESULTS**

Goal	Results
Establish close relationship with airline partners	> Achieved. GVB collaborated with Korean Air in the promotion of the Shop Guam Festival
Conduct at least three (3) familiarization tours for Media to participate in GVB's signature events	> Achieved. Fam tours were conducted for 56F in November, FESTPAC and 56F in September
Conduct social media campaign with a popular Russian website	> Achieved. A family contest was conducted with popular website Vladivostok to promote Guam's unique culture.
Foster relationship with airlines to provide regular direct air service	> Goal not achieved. Need to wait for stabilization of economic situation in Russia

**RUSSIA - FY2017 SMART GOALS**

- > Achieve at least 3,500 Russian visitors to Guam in FY2017 through engagement with TAs, airlines, corporate partners, and key media.
- > Participate in at least three (3) exhibitions: MITT, PITE and another travel expo.
- > Conduct at least three (3) Guam Product Update Workshops for TAs: Far East of Russia, Siberia and Moscow.
- > Establish close working relationship with Korean Air and engage in co-op activities such as with the promotion of the Shop Guam Festival.
- > Conduct at least three (3) familiarization tours for Media to participate in GVB's signature events.
- > Conduct three (3) social media campaigns with popular Russian website/forum to stimulate discussion and interest for Guam in Russia.
- > Promote Guam and Micronesia to dive organizations throughout Russia.
- > Increase Guam awareness in the Far East of Russia, Siberia and Moscow through continued advertising and through GVB Russia's social media outlets.
- > Work with institutions on Guam, such as the University of Guam, and with travel agents, to develop packages promoting Guam's English Language Programs.
- > Increase GVB Russia's social networking reach and develop independent online campaigns to promote on island annual signature events and engage followers.

**NORTH AMERICA - FY2016 SMART GOALS & RESULTS**

Goal	Results
Increase arrivals to 76,600	> Visitor arrivals was 78,727
Trade development	<ul style="list-style-type: none"> <li>&gt; Establish membership with the Adventure Travel &amp; Trade Association</li> <li>&gt; Successful relationship with ASTA Los Angeles Chapter</li> <li>&gt; PATA San Diego Chapter - comes to Guam for PATA Summit and inspection tour. Discussing developing future packages</li> <li>&gt; NCA New York Chapter - established relationship to further promote</li> <li>&gt; Established relationships with the following organizations: MITT International Las Vegas based MICE organizer's, Smith Ventures, Ed Ace Global Student Univeristy (Boston based GVB)</li> </ul>
Media/Publicity	> Generated \$547,822 worth of consumer and media value. Worked with LA Times and Student Univerise on our key event promotions. MICE media. SAIF, featured GVB President's CEO.

**NORTH AMERICA - FY2016 SMART GOALS & RESULTS**

Goal	Results
Digital / Social	Total Facebook fans is 25,298. We grew from 13,852. A 82% increase in fans. Significant increase with our word of mouth social media reach with an average of 1,641 people reached every post. Generated over \$18,479 media value.
VFR Market	Continued outreach activities to the various Chamorro clubs along the West Coast. Participate in the PIFA annual fair and established relationships with key Pacific Islander community organizers, such as, Fola Salaman of Elevation Islander Founder and Joseph Touma - PIFA President
Military Community	Established contact with a Washington DC based military spouse community leader, Adriana Dominguez-Laguer from MBS News Media. Also, keep in touch with Military Historical, tours and Visitor Tours who conduct annual military tours to Guam for two Jims, Guam Liberation and others.
MICE	34 delegates from North America attended the PATA Annual Summit and FestPac





### NORTH AMERICA - FY2017 SMART GOALS

- Increase visitors arrival to 80,000 a 4.2% over FY2016 arrivals
- Target and develop solid working relationships with at least 5 new USA travel wholesalers, 50+ wholesalers, and MICE buyers
- Actively work with PATA Chapters in North America
- Organize a list of Guam optional tour providers and market them on USA based online travel agent platforms
- Attend - IFW, IDMA, IMEX, and Home Based Travel agents shows, Scouts and PFA
- Engage high-end traveler wholesalers and publications to promote Guam and Micronesia tour packages
- Continue to nurture relationships with 50+ wholesalers and encourage them to incorporate Guam adventure tours
- Develop integrated approach to engage both traditional and new media to feature Guam's main attractions, special tourism products, and events
- Focus on engaging local level news agency cultural tourism, and special interest media
- Target to generate \$300,000 media exposure value
- Continue to develop Guam's presence on popular consumer social networks and leverage to SM leads for greater exposure.
- Target to capture 1,000+ VFR consumer contacts
- Work with travel agents to develop at least 2 VFR targeted Guam packages
- Work with major US-Guam air carriers to support VFR packages
- Engage Guam hotels, car rentals, optional tours, restaurants, etc. to include incremental incentives in the Guam packages
- Partner with USA, SATO, and MYRI to develop Guam leisure promotion opportunities and special packages
- Work with MSY marketing and support centers to encourage members and families to leave base to participate/join local events and activities
- Actively work with Guam local industry and suppliers to re-organize Guam's MICE offerings to help streamline event planning efforts
- Develop MICE package with local suppliers in Guam for North America market and promote at the next IMEX 2017
- Generate a list of MICE buyers target prospects from USA and conduct outreach campaign to introduce Guam's MICE product

### PACIFIC - FY2016 SMART GOALS & RESULTS

Goal	Results
Increase visitor arrivals from previous years and promote travel and awareness to and within Guam and the Pacific Micronesia Region to include Asia Pacific, Micronesia with awareness in the Australian European Market.	FY 2016 numbers reached 30,848 visitor arrivals. 20% increase compared to FY2015 at 25,487.
Market and expand Guam as a world class destination to deliver higher yield to visitors and align our activities and programs to support the Tourism 2020 plan in diversified markets.	Guam's participation in B2B meetings such as ITB Asia, PATA Travel Mart and PATA Events to reach other markets and also in other countries of Singapore and South East Asia along with European countries. Planned European travel writer and encouraged and asked PATA Executive Members to visit not only Guam but also islands of Palau and Saipan prior and after the PATA event in 2016.
Continue Regional Efforts with involvement of the Pacific Asia Travel Association (PATA), PATA Micronesia Chapter, Micronesia Chief Executives Summit and the support for OVB Signature events throughout the year.	Guam's leading of the PATA annual summit was a success, including 14% increase of attendance for the summit at 64 countries, 150 Organizations, and 32 countries, with approximately over 100 members from the Micronesia region.

### PACIFIC - FY2016 SMART GOALS & RESULTS

Goal	Results
Continue relationships with industry members, other potential business sponsoring opportunities, and to maintain the relationship with the travel trade in marketing Guam, Micronesia and other markets (Europe/Australia, S.E. Asia and visa waiver countries).	OVB keeps close ties with the international diversity of PATA to keep Guam top of mind in the Pacific.
Promote and actively engage Guam and the region in Social Media Marketing with the specified areas of the Pacific Market and PATA.	Continued partnership with PATA Micronesia to feature Guam on their website, micronesiatour.com and their social media channels.
Market aggressively and participate in regional PATA Micronesia Chapter programs/activities and PATA Events to include the PATA Annual Summit and the 12th Festival of Pacific Arts.	As a result, all NTO/STOs represented the region in the Micronesia Pavilion during the PATA Annual Summit.
Promote MICE Business on Guam through regional support of PATA and the PATA Micronesia Chapter.	In 2017, encourage OVB members to participate and actively promote their businesses.

### PACIFIC - FY2017 SMART GOALS

- Achieve increased visitor arrivals from the Asia Pacific, Micronesia, Europe and other visa waiver countries
- Continue to promote Regional travel to, from, and within the Guam and Micronesia Region
- Continue the active participation in the PATA Micronesia Chapter, PATA International, Micronesia Island Forum, and to actively promote all OVB related 2017 signature events such as the "LOVE GUAM" theme.
- Promote regional participation at the Guam Micronesia Island Fair 2017.
- Conduct at least two (2) familiarization tours during OVB's signature events.
- Work closely with MICE organizers/planners when attending B2B trade shows (ITB Asia/MICE/PATA Travel Mart) to expand MICE business on Guam.
- Integrate (2) Social Media campaigns and tie-in with OVB website and MicronesiaTour.com SM Platform.
- Increase awareness in the European market and S.E. Asia (Singapore/Malaysia i.e. visa waiver countries) through participation in upcoming travel trade shows, Social Media Events, or print ads
- Continue to network and actively stay involved with PATA International with their new programs of the PATAcademy, New Frontiers Forum, and the Adventure Travel & Responsible Tourism and Travel Mart 2017.
- Encourage PATA Micronesia Chapter members mainly the State and National Tourism Organizations of the Micronesia Region to continue promoting Regional Travel and the Micronesia Experience the Warmth Brand.

### RESEARCH - FY2016 SMART GOALS & RESULTS

Goal	Results
New Customs Form Design & Development	➤ The Proposed form is being finalized with New Data Solutions. Governor's Office and the Director of Customs have recently approved the new forms for implementation in FY2017

### RESEARCH - FY2017 SMART GOALS

- Implementation of the New Customs Forms
- Deploy new Data Analytics Application
- Develop interactive website dashboard for members and the public.





Regular Board Meeting - November 23, 2016 (7/13)

## SI YU'OS MA'ASE

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- o Chairman Baldyga requested that the SMART Goals be more specific and more measurable moving forward.



V. TREASURER'S REPORT

Exhibit B

FY 2016					
	Appropriation	Received to Date		Balance	
Operations	\$ 21,044,191.00	\$ 20,753,941.00	99%	\$ 290,250.00	1%
Destination Development	\$ 1,235,000.00	\$ 1,015,000.00	82%	\$ 220,000.00	18%
Rainy Day Fund	\$ 200,000.00	\$ 200,000.00	100%	\$ -	0%
Cultural & Sports Ambassador Fund	\$ 200,000.00	\$ 160,000.00	80%	\$ 40,000.00	20%
Pass-Thru	\$ 750,000.00	\$ 683,750.00	91%	\$ 66,250.00	9%
Guam Football Association	\$ 400,000.00	\$ 400,000.00	100%	\$ -	0%
Pilot Program Korean Visitor Market	\$ 250,000.00	\$ 250,000.00	100%	\$ -	0%
FESTPAC	\$ 1,300,000.00	\$ 1,300,000.00	100%	\$ -	0%
Capital Improvement Projects	\$ 1,000,000.00	\$ 1,000,000.00	100%	\$ -	0%
<b>TOTAL</b>	<b>\$ 26,379,191.00</b>	<b>\$ 25,762,691.00</b>		<b>\$ 616,500.00</b>	
<b>TOTAL RECEIVABLES FY 2016</b>				<b>\$ 616,500.00</b>	

FY 2017					
	Appropriation	Received to Date		Balance	
Operations	\$ 21,282,472.00	\$ 2,433,185.00	11%	\$ 18,849,287.00	89%
Destination Development	\$ 1,085,000.00	\$ -	0%	\$ 1,085,000.00	100%
Rainy Day Fund	\$ 200,000.00	\$ -	0%	\$ 200,000.00	100%
Cultural & Sports Ambassador Fund	\$ 200,000.00	\$ -	0%	\$ 200,000.00	100%
Pass-Thru	\$ 885,000.00	\$ 113,750.00	13%	\$ 771,250.00	87%
<b>TOTAL</b>	<b>\$ 23,652,472.00</b>	<b>\$ 2,546,935.00</b>		<b>\$ 21,105,537.00</b>	
<b>TOTAL RECEIVABLES FY 2017</b>				<b>\$ 21,105,537.00</b>	
<b>TOTAL RECEIVABLES</b>				<b>\$ 21,722,037.00</b>	

Accounts

**RESTRICTED**

Bank of Guam - Rainy Day Fund	\$ 2,083,832.82
Bank of Guam - FESTPAC Trust Account <sup>1</sup>	\$ 371,496.24
Cultural & Sports Ambassador Fund	\$ 329,250.00
<b>TOTAL</b>	<b>\$ 2,784,579.08</b>

**UNRESTRICTED**

Bank of Guam - Operations	\$ 8,396,482.91
First Hawaiian Bank - Membership	\$ 142,152.57
Resona	\$ 210,291.77
Bank of Guam - TAF	\$ 2,386,705.39
Raymond James - CD value as of 10/31/2016	\$ 2,525,710.32
<b>TOTAL</b>	<b>\$ 13,661,342.96</b>

**TOTAL as of 11/21/2016** \$ 16,445,922.02

Current Payables

Asatsu Invoices	\$ 68,059.96
Japan Invoices	\$ 10,511.13
Guam Invoices	\$ 133,634.69
FY 2016 Pass-thru appropriations	\$ 18,750.00
Encumbered Contracts	\$ 3,393,346.73
Encumbered Purchase Orders	\$ 96,436.75
FESTPAC Trust Account	\$ 371,496.24
<b>TOTAL as of 11/21/2016</b>	<b>\$ 4,082,235.50</b>

NOTES

**NOTE 1**

\$371,496.24	FESTPAC
(\$72,635.19)	FESTPAC expenditures - reimburse Operations
<b>\$298,861.05</b>	

**NOTE 2**

\$1,407,282.57	Morgan Stanley/Raymond James CD
(\$86,542.00)	Board approved \$86,542 on 07/23/15 for Department Revenue & Tax Auditors
(\$700,000.00)	Board approved \$700,000 on 02/25/16 for Pale San Vitores Road Bus Shelter Project
(\$150,000.00)	Board approved \$150,000 on 07/14/16 for Pale San Vitores Road Bus Shelter Project
<b>\$470,740.57</b>	







VI. REPORT OF THE BOARD COMMITTEES

A. EXECUTIVE COMMITTEE

B. MEMBERSHIP & COMMUNITY OUTREACH

- o Director Guzman stated that we need to start preparing notices for the next general membership meeting. He would like to look at potential dates at the next Board meeting.
- o Director Jackson reported that there was a nominating committee meeting last week where the team put forward a potential slate of candidates for the Board election. During that meeting the team was informed Management was suggesting a change to the voting process. Director Jackson opened the floor for Management to share their suggestions and concerns. President Denight spoke about on numbering the ballots. Chairman Baldyga said there are two issues: first, if ballots are numbered, you can determine whom the ballot belongs to, and second, if ballots aren't numbered, there isn't a control process to account for the ballots when they are turned in. Chairman Baldyga recommended numbering the ballots, locking the ballot box, and having Deloitte open the ballot box and count the votes. Director Jackson stated that initially, there was a concern about confidentiality but he feels that if Management is tasked to make certain that these procedures are followed, we can ensure confidentiality. Director Kloppenburg stated that the Membership committee should make the final decision then present it to the Board.

C. NORTH AMERICA & PACIFIC MARKETS

D. RESEARCH

E. RUSSIA & NEW MARKETS

F. VISITOR SAFETY & SATISFACTION

G. CULTURE & HERITAGE

IFC MALL TRAVEL EXPO

Director Arriola made a motion, seconded by Director Hofmann, to approve travel for GVB Culture & Heritage Officer, one Miss Guam, two musicians, and four dancers to attend the IFC Mall Travel Expo in Seoul, Korea from December 16-19, 2016. Cost is approximately \$20,200.00 from FY2017 Budget Acct# DMCP0-002.

Motion approved

Culture & Heritage

Airfare (\$900 x 8 pax)	\$ 7,200.00
Per Diem - Lodging (\$375/night x 4 days x 8 pax)	\$ 12,000.00
Professional Fees: Musicians (\$100.00 x 2 days x 2 pax)	\$ 400.00
Dancers (\$50.00 x 2 days x 4 pax)	\$ 400.00
Miss Guam (\$100.00 x 2 days x 1 pax)	\$ 200.00
<b>Total</b>	<b>\$20,200.00</b>





**Background:** The Guam Visitors Bureau (GVB) plans to co-op with airlines and travel agents in Korea to actively promote Guam by participating in the IFC Mall Travel Expo. The event will be held at the International Financial Center in Seoul, Korea from December 17-23, 2016. GVB plans to send a delegation of 11 to promote Visit Guam 2017 "Year of Love" to around 385,000 visitors during the 7-day event. While exhibiting, GVB will promote the Shop Guam e-Festival, ESTA at the Guam Booth, Hafa Millionth Korean Visitor Event, and provide general information to Korean consumers.

**Issue:** Board approval for travel required.

#### H. SPORTS & EVENTS

#### I. ADMINISTRATION & GOV'T RELATIONS

- o Chairman Baldyga congratulated President Denight on doing an outstanding job leading GVB.

Director Kloppenburg made a motion, seconded by Director Calvo, to congratulate President Denight on doing an exceptional job and in consideration of his performance and that he has not had a prior increase in his position as General Manager, the Board hereby authorizes an increase to \$125,000.00 per year to be paid from the Salaries Account. The Board recognizes that President Denight has worked for several years and has earned the salary increase but recommends that the starting salary of any successor of President Denight be at his current salary of approximately \$101,000.00.

**Motion approved**

#### *Discussion:*

- o Director Kloppenburg stated that during Executive session, the Board had discussions regarding merit, bonus, and the fact that President Denight has been leading GVB for three years and we've had record numbers. He stated that the Board doesn't want to set precedence for President Denight's successor who may not earn their salary right away. Chairman Baldyga added that the Board discussed the relative value of what the position is worth, salaries of comparable government agency heads, and what the private sector would warrant. He stated that there is unanimous consent that President Denight is performing exceptionally well.
- o Chairman Baldyga stated that President Denight will be responsible for recommending annual increases to the Board for the other unclassified positions (Vice President, Business Development Manager, and Executive Secretary).
- o President Denight thanked the Board for the increase and more importantly, for their confidence in him and his work. He attributed his success to the GVB team.

#### J. DESTINATION MANAGEMENT

Committee minutes dated November 21, 2016.

Exhibit C

Motion to approve Signage Law Modifications drafted by Dan Swavely and for submission to the Executive and Legislative branches for review and approval. Signage recommendations, as presented, are subject to further stakeholder and GovGuam input.

**Motion removed from agenda. Motion will be entertained at the next Board meeting.**



**Background:** The DMC Tumon Bay Improvement District subcommittee has worked on objectives to create a plan that aligns with the GVB 2020 Plan. The signage issue is a precursor to establishing Covenants, Conditions & Restrictions (CC&Rs) and engaging property owners and businesses a part of a collective effort to improve Tumon.

**K. GREATER CHINA**

- o Director Kloppenburg stated that the final Greater China Marketing Committee meeting will be on December 9 at 11 a.m. where the team will recap what has occurred over the last two years under the current Board and where we would like to go moving forward. He extended an invite to all.

**L. JAPAN**

Committee minutes dated November 8, 2016

Exhibit D

**ADMINISTRATIVE MEETINGS**

Director Nakajima made a motion, seconded by Director Jackson, to approve travel for the Japan Marketing Manager to conduct administrative meetings in Tokyo, Japan in December 2017. (Estimated cost \$2,781.00; account # JA-SMD08).

Motion approved

	Air Fare Estimate		
Airfare		\$1,200.00	\$1,200.00
Tokyo	Per diem	Days	
Marketing Manager Japan	\$527.00	3	\$1,581.00
	TOTAL		\$2,781.00

**Background:** The previous meetings conducted focused on the sales team and empowering the staff in their negotiations with potential MICE and Group travel to Guam. The next set of meetings will focus on research, market intelligence staff evaluations and other administrative matters.

- o Director Nakajima shared his concern regarding the APC machines at the airport. He stated that people who utilize the machines still need to line up at the ESTA counter which defeats the purpose of using the APC machines.
- o He also reported that the airport is not accepting renewals for commercial parking for five-person capacity sedans. JGTA is currently in negotiations regarding this issue. Director Nakajima mentioned that this will affect all markets.
- o Lastly, he stated that usually, JGTC meets at the end of the year in December, but due to schedule conflicts, they will hold their meeting in February instead.

**M. KOREA**

Committee minutes dated November 8, 2016

Exhibit E





- o Director Jackson reported that for the first time ever, the Korea Market will reach the half a million mark. We are anticipating that the 500,000<sup>th</sup> visitor from Korea will arrive in the afternoon on December 7 and the team is planning a big event to welcome them.

VII. OLD BUSINESS

VIII. NEW BUSINESS

IX. EXECUTIVE SESSION

Chairman Baldyga made a motion, seconded by Director Jackson, to go into Executive session.

Motion approved

X. ANNOUNCEMENTS

Upcoming Board Meetings:

- o Thursday, December 15, 2016 at 3:00 p.m., GVB Main Conference Room
- o Annual Meeting: Thursday, January 5, 2017 at 3:00 p.m., GVB Main Conference Room

Announcements:

XI. ADJOURNMENT

Chairman Baldyga made a motion to adjourn the meeting. Meeting adjourned at 4:32 p.m.

Motion unanimously approved

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

Board Minutes respectively submitted by Karida Brennan, Executive Secretary



**Action Items:**

- Vice President to work on having the rusty, sunken vessels removed near Atlantis/Apra Harbor.
- Staff to look into sinking a vessel and creating a natural wreck diving pathway.
- Director of Global Marketing/Marketing team to determine if they can make one trip to Korea for HANA Tour and KOTFA instead of two separate trips. The team will determine if other business can be conducted between the two events. → Per Marketing team, events are scheduled for the same time so we will send two separate delegations
- Management/staff to identify a solution for Christmas lights. → One possible solution: Solar lights
- Staff to provide a short recap of 2016 Smart Goals: Where we are and where we are going → Management and staff to submit 3<sup>rd</sup> quarter calendar year recap and in December, a 4<sup>th</sup> quarter calendar year recap to be used as transition tools for new Board
- Management/staff to work with GPD and Legislature to create legislation enabling VSOs to issue citations for hand billing, illegal beach activities, etc. → Met with GPD; GPD raised serious concerns regarding liability and training; need to meet with AG
- Research Department to produce a key statistics report at the end of the year to distribute to membership
- Management to set up workshop regarding GuestHouse issue - open to public → Management will schedule a meeting with DRT and 2 new hires in the next few months → Planning for 1<sup>st</sup> quarter
- Vice President to follow up with DOA about payment for DRT auditors
- Update Tourism 2020 Plan → Working session held on 9/29/16 → Chairman Baldyga will work with management to update plan based on comments from working session and submit back to Board to finalize
- **Tumon District Improvement Plan**
  - o Finalize signage / touting / abandoned-building / hand-billing legislation No internal experience to draft this → need to outsource
  - o Incorporate into a capital request for funding via a bond
  - o Submit draft plan → Director Guzman / Doris Ada
  - o Adjust the bill we are putting forward to include a budget for MasterPlan
  - o Management to develop a budget, timeline, and action plan for each item on the "JGTA Concerns relates [sic] to Visitor Safety/Capital Improvement" list.
  - o Management/staff to develop a proposed budget to update signage to include Korean language.