

Board of Directors Meeting
Wednesday, September 28, 2016 | 3:00 PM – 5:00 PM
Monterey Tides Hotel | 2600 Sand Dunes Dr., Monterey, CA 93940

DIRECTORS PRESENT

Bob Buescher
Dave Potter
Diane Mandeville
Janine Chicourrat
Julie Weaver
Mairead Hennessy
Mimi Hahn
Ralph Rubio
René Boskoff
Rick Aldinger
Steve McNally
Tony Tollner

ADVISORS PRESENT

Amrish Patel
Hans Uslar
Kim Stemler
Kimbly Craig
Marilyn Lidyoff
Sean Panchal
Todd Kruper
Troy Kingshaven

ALL ABSENT

Bobby Richards
Carol Chorbajian
Dave Spaur
Ed Smith
Mike La Pier
Mike Oprish
Norm Groot
Susan Breen
Thomas Becker

STAFF PRESENT

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

Guests

Andy Myrick, City of Salinas
Frank Sollecito, Old Monterey Foundation
Brent McNally, Monterey Tides Hotel
Doug Phillips, Monterey Conference Center

CALL TO ORDER: Bob Buescher called the meeting to order at 3:02 PM. Brent McNally, General Manager of Monterey Tides Hotel, welcomed the MCCVB to the hotel. The hotel has undergone a \$12M remodel to include guest rooms, lobby, restaurant and bar.

PUBLIC COMMENT: None

MEMBER AND STAFF ANNOUNCEMENTS:

Tammy Blount announced a final candidate has been chosen for the VP, Sales position. Details of employment are currently being negotiated. Hope to make an announcement by the end of next week. The renewal agreement with the City of Monterey is on the 10/4/16 Council Meeting agenda. Tammy informed the board they are invited to attend the tree dedication ceremony at the Fort Ord National Park for Sam Farr on November 2, 11:00am, in recognition of his retirement. Bob Buescher thanked everyone for their attendance at the Annual Membership Luncheon. Rick Aldinger gave an update on the Soberanes Fire. Expected containment is for mid to late October. Rick thanked everyone for their support during this time.

CONSENT AGENDA

Motion to approve the addition of a Compensation Committee meeting for October 21, 2016, 1:00pm, to the 2016-2017 Board Schedule.
M/S/C: Dave Potter/René Boskoff/Unanimous

Motion to Approve Consent Agenda with addition of 10/21/16 Compensation Committee Meeting to the 2016-2017 Board Schedule.
M/S/C: Rick Aldinger/Julie Weaver/Unanimous

REGULAR AGENDA - OLD BUSINESS

A. Carmel-by-the-Sea

Tammy gave an update on the status of funding from the City of Carmel. The Item will not be on the 10/4/16 Council meeting agenda as it would have been before the marketing meeting.

NEW BUSINESS

B. Lower Presidio Historic Park Master Plan Presentation

Frank Sollecito, President of the Old Monterey Foundation, gave a talk and video presentation on the master plan for building out the Lower Presidio Historic Park. The project is a joint effort with the City of Monterey, Department of Army, with additional support from the Coast Guard, Ohlone Native American Organization, and the Old Monterey Foundation. The plan is a multi-year, multi-phase project expecting to cost approximately \$3 million dollars to fully restore the park for the benefit of the community and visitors.

C. August 2016 Financials

Paul Martin reviewed the August 2016 Financials.
Motion to approve August 2016 Financials as presented.
M/S/C: Steven McNally/Tony Kingshaven/Unanimous

D. Salinas Opportunity

Tammy and Andy Myrick, Economic Development Manager-City of Salinas, introduced a new opportunity that would provide added exposure and brand integration to the City of Salinas and Salinas Valley. Discussion ensued. The general consensus from the Board is that this would be a good direction to move towards with the understanding this would be a pilot program to see how it works. Staff is to bring a draft agreement back to the Board at the next meeting.

E. 2016-2017 MCCVB Goals

Staff presented revised goals for Visitor Services and Marketing Communications due to original goals being set prior to year end, and 15-16 results were stronger than anticipated.
M/S/O/C: Mimi Hahn/Diane Mandeville/Janine Chicourrat/Carried

F. Committee update

All committee Chairs gave an update from recent meetings.

GOOD OF THE ORDER: Doug Phillips, new Monterey Conference Center Manager, introduced himself. He is looking forward to showcasing the Monterey Conference Center.

ADJOURN: Bob adjourned the meeting at 4:36 PM.

NEXT MEETING:
October 26, 2016 | 2:00 PM – 5:00 PM
Embassy Suites



Committee Updates

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Executive Committee

Scope

The Executive Committee shall support the President/CEO in vetting of confidential issues, and shall act on behalf of the full Board of Directors in case of an emergency. Actions taken at such emergency meetings shall be ratified by the majority of the Board of Directors at the next regularly scheduled meeting of the full Board of Directors. The Executive Committee will formulate the job description for the President/CEO of the Corporation and will review the President/CEO's job performance and employment contract. The performance of the President/CEO shall be reviewed no less than annually under the direction of the Chairperson. Written reports of the review shall be confidential and shared on that basis with members of the Executive Committee. The Executive Committee will review the results of the annual HR audit summary upon its completion and make recommendations to the Board of Directors.





Executive Committee

Wednesday, August 10, 2016

Reviewed the feedback of General Managers

- Committee members reviewed discussions and offered recommendations for next steps including setting a meeting with the City of Monterey.

Reviewed an application for membership

- Committee members received an update on an application for Teaz n Pleaz Boutique and recommended the MCCVB process the membership.

Bylaw Review

- Committee members received an update on the need for a full legal review of the MCCVB bylaws by Civitas and action plan to bring forward the revisions to the full board and membership

Executive Committee

Wednesday, September 7, 2016

MCCVB VP of Sales

- Committee members received an update on the candidate search for VP of Sales.

Salinas Opportunity.

- The committee was briefed on the opportunity presented by the City of Salinas with regards to Salinas 411. Staff was directed to bring the opportunity to the full board

2016-17 CEO Performance Review

- Rick Aldinger reviewed the recommendation from previous discussion regarding altering the CEO's annual performance review. The format will be finalized at the next meeting.

Committee Recaps to Board

- The committee discussed the process of sharing committee discussions with the full Board of Directors. Staff was directed to create summary slides for the committee chairs to use to present recaps of the recent committee meetings and include committee scopes for the September meeting

Community Relations Committee

Scope

The Community Relations Committee is an ad hoc working committee of MCCVB. The purpose is to ensure good relations, active participation and cohesive communication with our partner jurisdictions, business associations and other community groups on the positive economic and social impacts of tourism in Monterey County and on the benefits of partnership with the MCCVB. The committee will also represent the MCCVB and report regularly on MCCVB results and initiatives to City Council members and County Board of Supervisors throughout the year. This committee will serve through June 30, 2017.

Scope of work to include:

- Continue community outreach program
- Council meeting agenda reviews, regular attendance and reporting
- MCCVB Quarterly Forums & events attendance



Community Relations Committee

Tuesday, August 9, 2016

Reviewed the 2016-17 Community Relations Committee Scope and Calendar

- Committee members volunteered to report to respective councils on activities and results of the MCCVB during public comment

Reviewed the Sustainable Moments Initiative:

- Reviewed the website and videos
- Discussed plan to set community discussion meetings

Reviewed Reporting

- Reviewed the annual jurisdiction reports and how to read them.

Jurisdiction Updates:

(See Minutes)

Next Meeting – October 25, 2016 | 3:00 PM



Compensation Committee

Scope

The Compensation Committee is a standing committee of the MCCVB. The Committee shall comprise three members and be chaired by a Board members. The Committee is charged to:

1. Review the results of the bi-annual wage comparison study, compare these results with the overall compensation schedule, benefits plan, and incentive plan, and make recommendations to the CEO and/or Executive Committee.
2. Review the annual health and other insurances benefit program options, prior to renewal.
3. Review any proposed modifications to the employee manual or employee policies and practices, and make recommendations to the CEO and/or Executive Committee.
4. Review the scope of the bi-annual HR Audit for any needed changes or additions, prior to the audit being conducted

Compensation Committee

Tuesday, September 6, 2016

Reviewed the scope of the 2017 Compensation Study

- Directed staff to develop an RFP to go out between now and December.
- Discussed including Federal wages changes that will be in effect Dec 1, 2016

Discussed Sales Incentive Plan

- Reviewed the 2015 DMO Sales Incentive Study
- Will make recommendations at a future time based on the Sales Review that is underway

Reviewed 401K investment Platform

- Directed staff to stay cost neutral on fees
- Switch company from John Hancock to Voya

Next Meeting – November 11, 2016 – 1 PM – MCCVB Conference Room

Finance Committee

Scope

The finance committee is a standing committee. The Finance Committee, comprising as many directors as desired by the Board, shall be chaired by the Treasurer of the Corporation.

The Finance Committee shall advise and otherwise assist the Board and the President & CEO by providing general financial oversight in six areas:

1. Developing (and amending from time to time) financial policies and procedures;
2. Financial planning and budgeting;
3. Financial reporting and audits;
4. Banking, accounting and internal controls;
5. Managing capital assets and leases; and
6. Other areas, as requested

Finance Committee

No meeting yet this year

Next Meeting – October 21, 2016 – 9 AM – MCCVB Conference Room

- Standard quarterly financial review with results through September
- Review audit of 2015-2016 prior to Board approval the following week
- Review tax return prior to filing





Marketing Committee

Scope

The Marketing Committee, chaired by a member of the Board, will provide input and advice to the President/CEO and Board of Directors on the marketing plans and activities of the Corporation. The committee will meet quarterly, plus two floating dates that correspond with campaign launches for a total of 6 meetings annually.



Marketing Committee

Tuesday, August 9, 2016

Reviewed the Marketing Committee responsibilities along with MCCVB goals and metrics.

Discussed immediate plans:

- Fall Campaign set to kick off in early September along with the sweepstakes
- Continuing the Sustainable Moments initiatives and explained the long-term strategy
- Reviewed our Group Sales, MCC, and International plans and our new partnerships

Discussed Community Communications

- Reviewed the navigation guide for Car Week
- Discussed the Soberanes Fire and the efforts of MCCVB to keep visitors informed

Reviewed content calendars, which are posted on our website and frequently updated.

Next Meeting – October 5, 2016 – 1 PM – MCCVB Conference Room



Sales Committee

Scope

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

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

Sales Committee

Wednesday, September 21, 2016

Reviewed new business on regular agenda

Discussed Market Overview

- Kayce Boettcher presented a market overview of her territory (Southeast)
- Rob O'Keefe reviewed the Group Sales and MCC marketing plan
- Marketing will be sending a survey to stakeholders and partners regarding current market issues and challenges to direct our research initiatives

Discussed Reporting & Data Task Force

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

Discussed Monterey Conference Center

- Introduced new GM Doug Phillips to the Committee and discussed updates on MCC renovations and sales plan

Reviewed Old Business

- Recommendation made to discontinue subscription to Room Night Index Report

Next Meeting – November 16, 2016 – 3:30 PM – MCCVB Conference Room

MINUTES

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

Present:

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

Absent:

Diane Mandeville
Heidi Bettencourt
Jackie Olson

Staff:

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

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

PUBLIC COMMENT: None

MEMBER AND STAFF ANNOUNCEMENTS:

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

CONSENT AGENDA:

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

REGULAR AGENDA

NEW BUSINESS

A. ROI Grid

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

B. MCC Updates

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

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MINUTES

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

C. Construction/Renovation Calendar

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

D. Advertising on SeeMonterey.com

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

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

E. Ad Agency Relationship

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

F. MCCVB Research Overview

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

G. Crisis Communications Plan

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

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MINUTES

H. MCCVB Upcoming Initiatives

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

GOOD OF THE ORDER: None

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

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

DRAFT

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

MINUTES

Executive Committee Meeting
Wednesday, September 7, 2016 | 3:00 PM – 5:00 PM
MCCVB Office | 787 Munras Avenue, Suite 110, Monterey, CA

Present:

Bob Buescher
Mairead Hennessy
Steve McNally
Thomas Becker
Rick Aldinger

Staff:

Tammy Blount
Alliah Sheta

Bob Buescher called the meeting to order at 3:01 PM

PUBLIC COMMENT: None

MEMBER AND STAFF ANNOUNCEMENTS

CONSENT AGENDA

A. Minutes of the August 10, 2016 Executive Committee Meeting

Motion to approve the consent agenda with corrections, M/S/C, Rick Aldinger/Mairead Hennessy, Unanimous

REGULAR AGENDA

OLD BUSINESS

A. MCCVB VP of Sales

Tammy provided an update on the candidate search for VP of Sales.

NEW BUSINESS

A. Salinas

Tammy Blount recapped the conversations with the Economic Development team and the opportunity presented by the City of Salinas to manage Salinas 411 as an independent contractor. Discussion ensued. Staff was directed to bring the opportunity to the full board at the next meeting for discussion.

B. 2016-17 CEO Performance Review

Rick Aldinger reviewed the discussions from the closed session of the Executive Committee on altering slightly the format of the President & CEO's annual performance review. Staff was directed to create 3-point scale for the subjective part of the performance review for review by the committee. Staff was also directed to send a copy of the team's performance review for reference as well.

Tammy also presented the committee with a different way to survey jurisdictions for their input on the MCCVB's performance. Discussion ensued. Staff was directed to offer to host a City manager's meeting close to the review time period to get collective feedback.

C. Committee Recaps to Board

Steve McNally discussed the process of sharing committee discussions with the full Board of Directors, specifically from the Executive Committee meetings. Discussion ensued. Staff was directed to create summary slides for the committee chairs to use to present recaps of the recent committee meetings.

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MINUTES

GOOD OF THE ORDER

Mairead asked for a sales item be added to the committee agenda in October. She would like an update on booking analysis discussed at the sales committee.

Bob Buescher adjourned the meeting at 4:42 PM

Next Meeting

October 12, 2016 | 3:00 PM – 5:00 PM
MCCVB Conference Room

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

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Group Sales & Services Report

September 2016

Monthly Summary: The sales team hosted several successful client events this month which generated 28,823 room night leads. Over \$2.5 million in room revenue has been generated for Monterey County hotels in the past 3 months.

NEW BUSINESS LEADS



75 Sep Leads
209 YTD

21.57% of Mid Year Goal

35% Conversion Rate

Group RevPAR

September/YTD Group RevPAR YOY

★ MONTEREY	-7.7	1.9	Palm Springs	29.7	28.2
Lake Tahoe	-1.5	1.8	San Diego	23.0	18.6
Santa Barbara	39.7	39.2	San Francisco	-8.3	-11.2
San Jose	2.6	6.4	Orange County	9.7	0.1
Napa Valley	16.3	3.6	Sonoma County	26.4	9.3

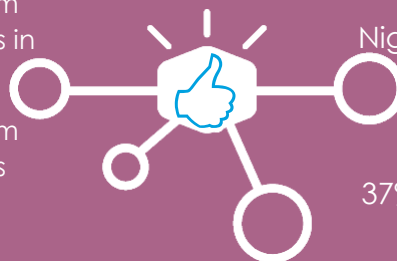
DEMAND VS. BOOKING

28,823 Room Night Leads in September

65,758 Room Night Leads YTD

9,723 Room Nights Booked

37% decrease YOY



Hotel Lead Response Rate:
86% YTD



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Visitor Services Report

September 2016

The Visitor Services team's primary focus is to extend visitor stays. We exceeded our goal this month, **influencing 66% of the visitors at the Monterey Visitors Center to stay longer** resulting in **\$4.1 million** in economic impact in Monterey County.

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

ROOM NIGHTS INFLUENCED



12,127 room nights influenced in Sept.

36,587 Room Nights influenced YTD

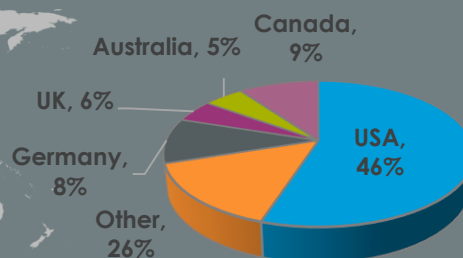
VISITOR INQUIRIES

11,711
Visitor Engagements in Sept.

37,392
Visitor Engagements YTD



VISITOR DEMOGRAPHICS



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Marketing & Communications

September 2016

In September, the Marketing Communications team saw social **engagement increase by 30%** from what it was this time last year. Meanwhile, Monterey County was in 233 publications this month. Targeted earned media continues to be an important annual goal and so far we have earned \$6,237,403 YTD.

COMMUNICATION EFFECTIVENESS

4.1

End of Year 2015-16 Score



33,402 followers
+141% YOY



22,490
+527% YOY



189,135 fans
+159% YOY



54,459 engagements
147,585 engagements



SOCIAL ENGAGEMENT*

WEBSITE PERFORMANCE



140,057 unique visitors
486,203 YTD
+6% YOY

- 101,470 names in database
- 135,990 referrals to partners YTD
- Website visits reached **28% of goal**
- 1,126,670 page views YTD
- 402 room nights booked YTD

ADVERTISING EQUIVALENCY

\$3,873,904

in targeted earned media for September

\$6,237,403 in targeted earned media YTD | 14% of Annual Goal

\$7,085,356 overall earned media YTD

353,448,984 in PR impressions for September

In September, the MCCVB worked to secure Monterey County in articles in the following targeted publication categories:

- 1 Group/Industry
- 15 California
- 22 International
- 1 Monterey County
- 5 National Lifestyle
- 37 Top states driving domestic visitation

233 Total Placements

MCCVB Meeting Schedule 2016-2017

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

Board of Directors (BOD)

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

Executive Committee

Meetings will be held for the Executive Committee as needed.

Marketing Committee

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

Finance Committee

The Finance Committee will meet quarterly.

Nominating Committee

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

Sales Committee

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

Compensation Committee

Meetings will be scheduled for the Compensation Committee as needed.

Community Relations Ad Hoc Committee

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

Important Member Meetings

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

Day	Date	Time	Meeting	Location
OCTOBER				
Thurs	10-5	1:00 PM – 3:00 PM	Marketing Q1	MCCVB
Wed	10-12	3:00 PM – 5:00 PM	Executive Committee	MCCVB
Fri	10-21	9:00 AM – 11:00 AM	Finance Committee Q1	MCCVB
Fri	10-21	1:00 PM – 2:00 PM	Compensation Committee	MCCVB
Thurs	10-25	3:00 PM – 5:00 PM	Community Relations Committee	MCCVB
Wed	10-26	2:00 PM – 5:00 PM	BOD Quarterly Forum/Strategic Review	Embassy Suites
NOVEMBER				
Wed	11-02	3:30 PM – 5:00 PM	Executive Committee	MCCVB
Fri	11-11	1:00 PM – 2:00 PM	Compensation Committee	MCCVB
Wed	11-16	3:30 PM – 5:00 PM	Sales Committee	MCCVB
DECEMBER				
Wed	12-7	3:00 PM – 5:00 PM	Executive Committee	MCCVB
JANUARY				
Thurs	1-12	10:30 AM – 12:00 PM	Marketing Q2	MCCVB
Wed	1-18	3:30 PM – 5:00 PM	Sales Committee	MCCVB
Thurs	1-19	9:00 AM – 10:30 AM	Finance Committee Q2	MCCVB
Thurs	1-19	3:30 PM – 5:00 PM	Nominating Committee	MCCVB
Wed	1-25	2:00 PM – 5:00 PM	BOD Qrtly Forum/Strategic Review	InterContinental The Clement Monterey
FEBRUARY				
Wed	2-8	3:00 PM – 5:00 PM	Executive Committee	MCCVB
Thurs	2-9	9:00 AM – 11:00 AM	Community Relations Committee	MCCVB
Wed	2-22	3:00 PM – 5:00 PM	BOD	Quail Lodge
MARCH				
Wed	3-08	3:00 PM – 5:00 PM	Executive Committee	MCCVB
Wed	3-15	3:30 PM – 5:00 PM	Sales Committee	MCCVB
Wed	3-29	3:00 PM – 5:00 PM	BOD	TBD
APRIL				
Thurs	4-6	10:30 AM – 12:00 PM	Marketing Q3	MCCVB
Wed	4-12	3:00 PM – 5:00 PM	Executive Committee	MCCVB
Thurs	4-20	9:00 AM – 10:30 AM	Finance Committee Q3	MCCVB
Wed	4-26	2:00 PM – 5:00 PM	BOD Quarterly Forum/Strategic Review	The Lodge at Pebble Beach

MAY

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

JUNE

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