



# BOARD OF DIRECTORS MEETING

October 20, 2021  
3:30 PM  
Zoom Meeting



**explore**  
LAWRENCE



**eXplore Lawrence Board Meeting Agenda**  
**Wednesday October 20th – 3:30 p.m Zoom**

1. Approval of Minutes – September board meeting
2. Finance Report
3. Staff reports
4. Executive Director Report
  - Accounting RFP Update
  - Diversity and Inclusion Working Group
5. TGT Grant Committee
6. Budget Update
7. Planning for 2022

**eXplore Lawrence**

**DRAFT - Board Minutes**

**September 15, 2021**

**Zoom meeting – 3:30 p.m.**

Members Present: Mike Logan, Fally Afani, Jamie Hays Szelc, Peter Bobkowski, Hugh Carter\* (joined at about 4:10), Sally Zogry\* Stuart Boley\*, Porter Arneill\*

Members absent: Heidi Champagne, Danny Caine

\*ex-officio members

Staff: Kim Anspach, Executive Director

Guests: None

Meeting Materials provided by email: September 2021 Board Packet

Meeting began at 3:33 p.m.

1. Approval of Minutes – August board meeting

Action: Jamie moved; Peter seconded. Approved.

2. Finance Report – Kim

- Kim reviewed the report from the board packet
- Continuing to run under budget as designed

3. Staff Reports

- Kim shared Strategic Plan report
  - TGT revenue is up by 32.6% over 2020. Possibly related to KU students returning and events reopening.
  - Continue working on the Strategic Plan
  - Holding “touch bases” once per month
  - Looking into using ‘Bandwagon’ for 2022, an integrated place marketing agency.  
(<https://yourbandwagon.com/>)
- Visitor Center
  - 764 guests in August (Was closed during an AC outage and during a plumbing problem which likely effected number of visitors)
  - Hosted a vaccine clinic with help from Sally and Meredith of Wonder Fair
  - Holding off on mailing visitor guide due to cost and will send 2022 guide at the end of December
  - Fally was photographer for Final Friday, celebrating local music

- Sales Report
  - Reviewed list of possible bookings as printed in board packet
  - Barber Shop group cancelled for this year due to COVID but plan to return next year. There was an issue with Meeting Max charging those who signed up \$3. Will reimburse the group next year.
- Marketing
  - Web site
    - Event calendar is most popular, showing a return to events
    - Live on Mass was most visited

#### 4. Executive Director Report

- Hosted 11 people to a preview for Encountering John Brown exhibition
- Tourism ambassadors are still engaged. Looking into how to continue supporting and growing the program
- Working with Diane Stoddard to explore EPA ARPA funds coming for outdoor infrastructure recreation.
- Met with Hardwood Classic. Thought they were coming because they were on SPL calendar but they are waiting to learn what financial support is available. Will continue working with them.
- Andrea was selected as a member of the Leadership Lawrence class of 2022!
- Sent RFP for new accounting service for accounting
  - Received four proposals, one shows promise
  - Mike – We'd like to interview at least 3. May want to reach out again
  - Working with current accountant to review scope and determine how to move forward to reach out to other accountants/firms. It appears that people are busy and not looking for work.

#### 5. Budget Update

- Kim is working with City Finance and is looking at 2022 projections.
- It appears that the October State disbursement will be enough to provide a fully budgeted 4<sup>th</sup> quarter disbursement of \$249,000. Still depends on September results.
- Quarter 1 payment would be in mid-January, 2022
- Occupancy and revenue is recovering. Indications at this point are positive.
- Taking advantage of having two open staff positions but/and want to add staff back to reduce load on current staff.
- Mike asked about the ARPA meeting Kim attended virtually regarding funding.
  - First presenter spoke about missed opportunities and possible available funds
  - Can make up lost revenue for tourism efforts
  - City included ARPA funds in the FY2022 budget

- County to hold a meeting tonight on how they are planning to use ARPA funds

TGT Grant Advisory Board representative

- Mike shared background information about the TGT Grant program
- Porter and Stuart added that there is money budgeted for 2022
- Porter said that the schedule may change a little under the COVID circumstances.

**Notes**

Mike offered kudos to the staff for continuing to be working through such a challenging time. Stuart also conveyed his kudos to staff. He also shared that some people still express to him that the Visitor Center should not have moved but it is clearly a success based on the strong numbers.

**Motion to Adjourn**

Action: With no quorum the Chair adjourned the meeting.

Meeting Ended at 4:19 p.m.

Next meeting October 20, 2021 - 3:30 p.m.

**Explore Lawrence Inc**  
**Balance Sheet**  
As of September 30, 2021

	Sep 30, 21
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1020 - US Bank checking account	57,079.95
1030 - US Bank Money Market	55,872.38
1050 - Reserve Fund	202,871.70
Total Checking/Savings	315,824.03
Total Current Assets	315,824.03
Fixed Assets	
2200 - Leasehold Improvement	107,174.01
2500 - Accumulated Depreciation	-10,717.40
Total Fixed Assets	96,456.61
Other Assets	
1225 - Deposits/Prepaid expense	4,348.50
Total Other Assets	4,348.50
<b>TOTAL ASSETS</b>	<b>416,629.14</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
3000 - Accounts Payable	4,698.31
Total Accounts Payable	4,698.31
Other Current Liabilities	
3150 - 401(K) W/H Payable	6,432.87
Total Other Current Liabilities	6,432.87
Total Current Liabilities	11,131.18
Long Term Liabilities	
3700 - EIDL Loan June 19.2020	149,900.00
Total Long Term Liabilities	149,900.00
Total Liabilities	161,031.18
Equity	
4100 - Beginning Fund Balance	293,636.37
Net Income	-38,038.41
Total Equity	255,597.96
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>416,629.14</b>

**Explore Lawrence Inc**  
**Profit & Loss Budget Performance**  
**September 2021**

	Sep 21	Budget	Jan - Sep 21	YTD Budget	Annual Budget
<b>Ordinary Income/Expense</b>					
Income					
5000 · Guest Tax	0,00	0,00	391,210,00	747,000,00	996,000,00
5200 · Merchandise Sales	153,47	666,67	2,073,86	5,999,99	8,000,00
5250 · Meeting Max Income	3,530,00	0,00	9,695,00	0,00	0,00
5500 · DMI	0,00	0,00	9,000,00	12,000,00	12,000,00
5600 · Co-Op Marketing	0,00	0,00	1,100,00	15,000,00	15,000,00
5658 · State Grant	0,00	0,00	0,00	10,000,00	10,000,00
5660 · DTN	0,00	0,00	0,00	6,000,00	6,000,00
5700 · Miscellaneous Income	0,00	166,67	50,00	1,499,99	2,000,00
<b>Total Income</b>	<b>3,683,47</b>	<b>833,34</b>	<b>413,128,86</b>	<b>797,499,98</b>	<b>1,049,000,00</b>
<b>Cost of Goods Sold</b>					
6100 · Merchandise Cost					
6190 · Miscellaneous Costs	0,00		213,95		
<b>Total 6100 · Merchandise Cost</b>	<b>0,00</b>	<b>0,00</b>	<b>213,95</b>	<b>0,00</b>	<b>0,00</b>
<b>Total COGS</b>	<b>0,00</b>	<b>0,00</b>	<b>213,95</b>	<b>0,00</b>	<b>0,00</b>
<b>Gross Profit</b>	<b>3,683,47</b>	<b>833,34</b>	<b>412,914,91</b>	<b>797,499,98</b>	<b>1,049,000,00</b>
<b>Expense</b>					
7000 · Payroll Expense					
7065 · Health Insurance	2,480,42	2,333,33	21,824,62	21,000,01	28,000,00
7070 · Incentive Program	0,00	833,33	0,00	7,500,01	10,000,00
7081 · Payroll	23,085,83	28,333,33	237,849,01	255,000,01	340,000,00
7000 · Payroll Expense - Other	0,00		1,097,55		
<b>Total 7000 · Payroll Expense</b>	<b>25,566,25</b>	<b>31,499,99</b>	<b>260,771,18</b>	<b>283,500,03</b>	<b>378,000,00</b>
7260 · Retirement Plan	1,875,84	833,33	12,865,74	7,500,01	10,000,00
7600 · Programs					
7601 · Advertising					
7601.10 · Magazine	1,470,00	0,00	11,572,00	4,425,00	7,425,00
7601.12 · Content	814,98	0,00	10,642,09	7,500,00	9,500,00
7601.14 · Outdoor	0,00	0,00	700,00	8,700,00	12,700,00
7601.2 · Design	0,00	100,00	3,326,80	4,180,00	5,980,00
7601.21 · Opportunity Fund	698,00	4,000,00	(502,00)	15,179,00	18,179,00
7601.24 · New Technology	0,00	1,500,00	3,156,22	4,500,00	6,000,00
7601.4 · Public Relations	75,00	1,000,00	3,354,85	6,000,00	8,000,00
7601.8 · Digital	6,940,83	18,000,00	25,253,77	77,216,00	84,216,00
7601.9 · Partner Media Buy Program	0,00	0,00	11,56	4,000,00	4,000,00
<b>Total 7601 · Advertising</b>	<b>9,998,81</b>	<b>24,600,00</b>	<b>57,515,29</b>	<b>131,700,00</b>	<b>156,000,00</b>
7619 · Incentive Travel	10,200,00	0,00	18,798,91	26,000,00	30,000,00
7623 · Marketing					
7623.1 · Website Design	94,99	2,856,25	39,370,00	25,706,25	34,275,00
<b>Total 7623 · Marketing</b>	<b>94,99</b>	<b>2,856,25</b>	<b>39,370,00</b>	<b>25,706,25</b>	<b>34,275,00</b>
7625 · Simpleview Data Base	0,00	0,00	25,000,00	38,000,00	38,000,00
7641 · Promotional Materials	0,00	500,00	4,971,71	10,500,00	12,000,00
7642 · Trade Shows	711,97	0,00	3,126,12	8,500,00	10,000,00
7643 · Website Hosting	0,00	0,00	208,87	0,00	1,000,00
7644 · Printing and Reproduction	0,00	583,33	1,285,98	5,250,01	7,000,00
7645 · Special Projects					
7648 · Bids	0,00	1,250,00	1,248,75	11,250,00	15,000,00
<b>Total 7645 · Special Projects</b>	<b>0,00</b>	<b>1,250,00</b>	<b>1,248,75</b>	<b>11,250,00</b>	<b>15,000,00</b>
<b>Total 7600 · Programs</b>	<b>21,005,77</b>	<b>29,789,58</b>	<b>151,525,63</b>	<b>256,906,26</b>	<b>303,275,00</b>
7620 · Meeting programs	3,461,56	3,000,00	19,617,96	21,500,00	40,000,00
8100 · Buildout VC Center-Depreciation	0,00	96,56	0,00	97,146,67	0,00
8200 · Admin and General					
8202 · Accounting	675,00	750,00	11,280,01	12,750,00	15,000,00
8203 · Rent	5,940,46	3,083,33	29,728,30	27,750,01	37,000,00

**Explore Lawrence Inc**  
**Profit & Loss Budget Performance**  
September 2021

	Sep 21	Budget	Jan - Sep 21	YTD Budget	Annual Budget
8204 · Software	23,50	250,00	1,474,96	2,250,00	3,000,00
8206 · Hardware	0,00	416,67	0,00	3,749,99	5,000,00
8210 · Technology Repair & Maintenance	1,651,30	1,666,67	7,248,00	14,999,99	20,000,00
8214 · Bank Service Charges	45,74	50,00	374,94	450,00	600,00
8225 · Board Expenses	0,00	366,67	4,099,97	3,299,99	4,400,00
8226 · Leased Equipment	218,67	416,67	3,504,14	3,749,99	5,000,00
8230 · Dues/Subscriptions/Memberships	1,972,18	916,67	11,405,28	8,249,99	11,000,00
8234 · Insurance	246,77	750,00	6,633,93	6,750,00	9,000,00
8238 · Utilities	460,94	500,00	2,251,62	4,500,00	6,000,00
8242 · Legal	0,00	416,67	633,41	3,749,99	5,000,00
8244 · Janitorial/Cleaning	100,00	375,00	1,271,30	3,375,00	4,500,00
8245 · Retirement Plan Fees/Admin	0,00	125,00	1,774,42	1,125,00	1,500,00
8247 · Office Supplies	228,67	458,33	1,344,99	4,125,01	5,500,00
8248 · Postage and Delivery	110,00	685,42	1,083,96	6,168,74	8,225,00
8250 · Storage	0,00	208,33	765,14	1,875,01	2,500,00
8251 · Misc. Office General	1,090,82	166,67	2,336,84	1,499,99	2,000,00
8282 · Travel & Meetings	268,37	625,00	2,644,26	5,625,00	7,500,00
8283 · Telephone/Internet	655,82	1,458,33	11,150,44	13,125,01	17,500,00
<b>Total 8200 · Admin and General</b>	<b>13,688,24</b>	<b>13,685,43</b>	<b>101,005,31</b>	<b>129,168,71</b>	<b>170,225,00</b>
<b>8252 · Storage</b>	<b>306,06</b>		<b>765,15</b>		
<b>Total Expense</b>	<b>65,903,72</b>	<b>78,904,89</b>	<b>546,550,97</b>	<b>795,721,68</b>	<b>901,500,00</b>
<b>Net Ordinary Income</b>	<b>(62,220,25)</b>	<b>(78,071,55)</b>	<b>(133,636,06)</b>	<b>1,778,30</b>	<b>147,500,00</b>
<b>Other Income/Expense</b>					
Other Income					
9020 · Interest Income	133,25	83,33	1,237,65	750,01	1,000,00
9060 · PPP Loan Forgiven	0,00		94,360,00		
<b>Total Other Income</b>	<b>133,25</b>	<b>83,33</b>	<b>95,597,65</b>	<b>750,01</b>	<b>1,000,00</b>
Other Expense					
9510 · Depreciation	0,00	0,00	0,00	0,00	5,358,70
<b>Total Other Expense</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>5,358,70</b>
<b>Net Other Income</b>	<b>133,25</b>	<b>83,33</b>	<b>95,597,65</b>	<b>750,01</b>	<b>(4,358,70)</b>
<b>Net Income</b>	<b>(62,087,00)</b>	<b>(77,988,22)</b>	<b>(38,038,41)</b>	<b>2,528,31</b>	<b>143,141,30</b>

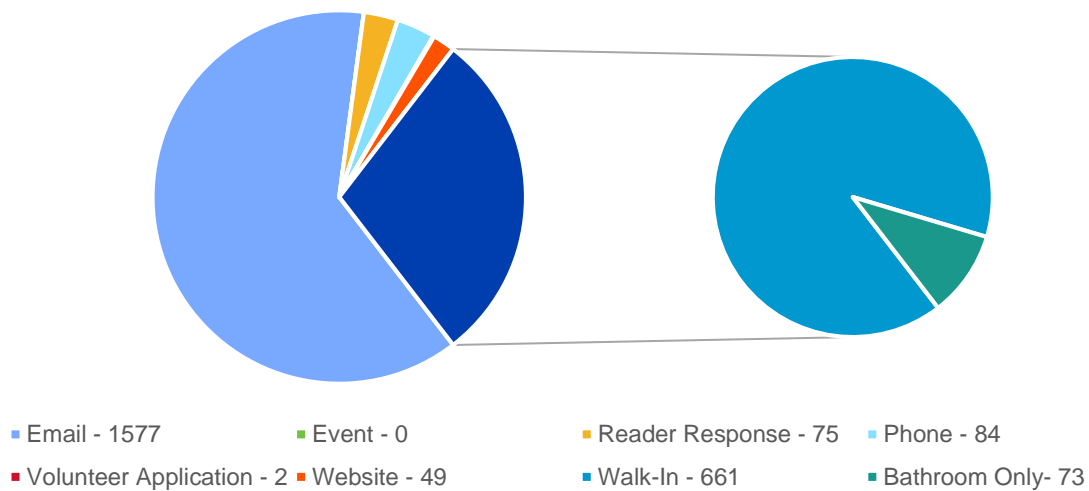
## Visitors Center Report

### Overview

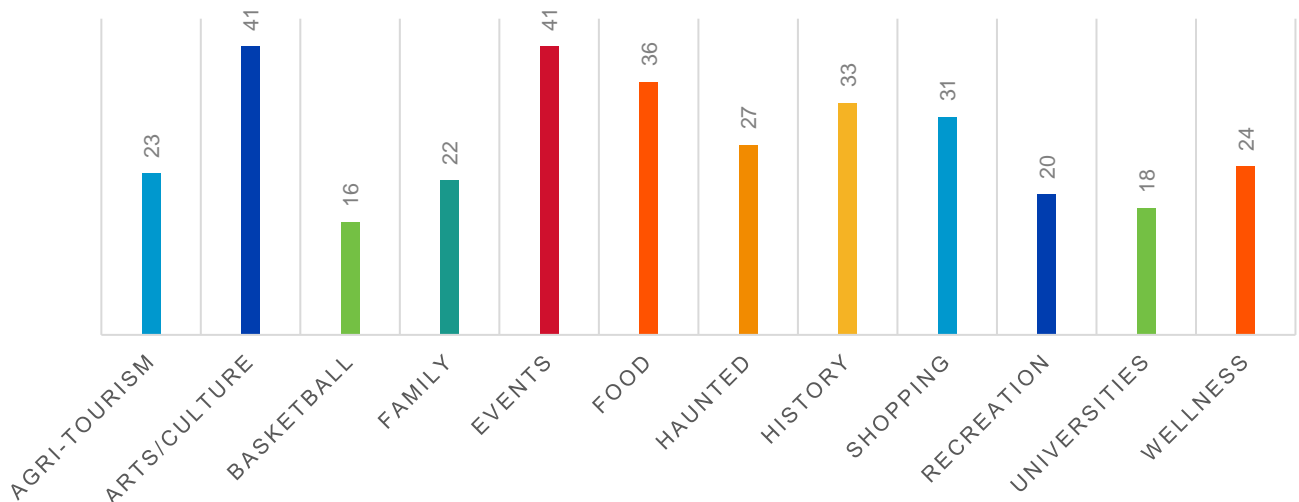
September was steady with foot traffic and big events like Busker Festival affected how many people came in to the Visitors Center. We had 661 visitors for the month of September. I have been working on merchandise, the volunteer program, MeetingMax, Partner Portal, and Final Friday.

### Visitors Center Guests

September Inquiries

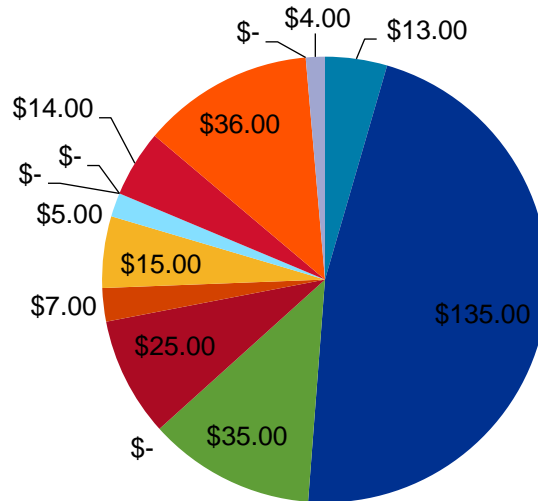


### Visitor Interests



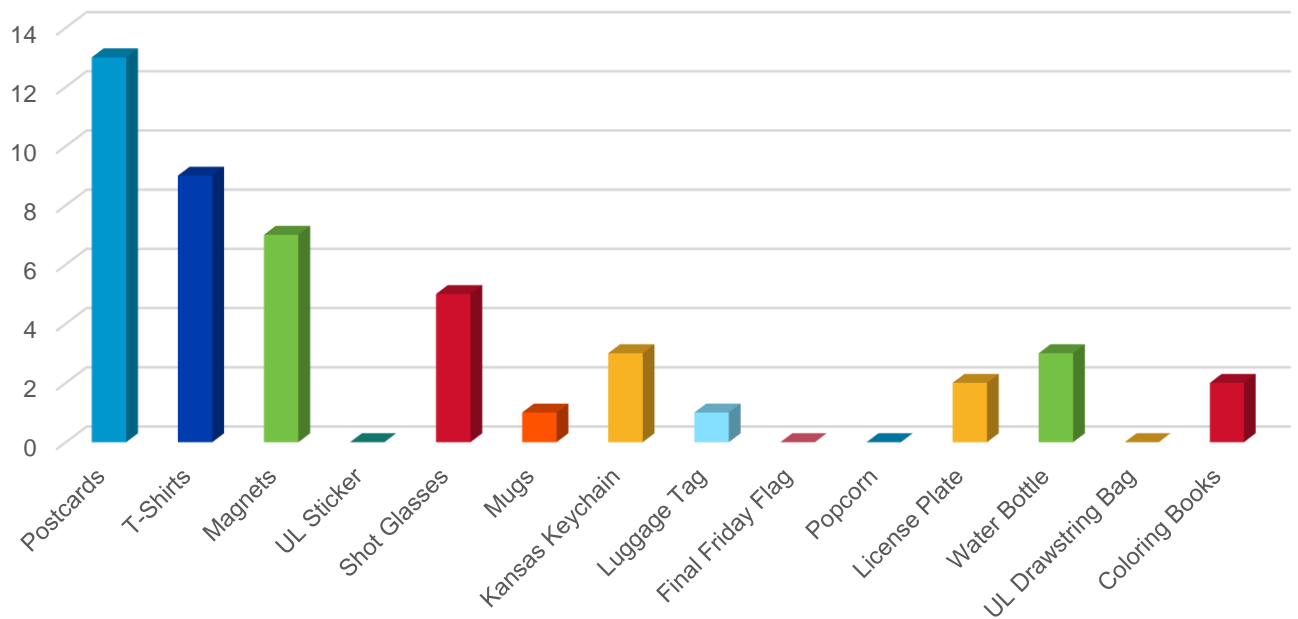
## Visitors Center Sales

### Gross Sales - \$325.70



- Postcards
- T-Shirts
- Magnets
- UL Sticker
- Shot Glasses
- Mugs
- Kansas Keychain
- Luggage Tag
- Final Friday Flag
- Popcorn
- License Plate
- Water Bottle
- UL Drawstring Bag
- Coloring Books

### Number of Items Sold



Postcards reigned as the top item again for many months in a row. The exciting news about postcards this month is that we have gotten some new Unmistakably Lawrence Postcards for visitors to pick from. I am really happy with how these turned out and expect them to be pretty popular items.

I continue to assist with helping business' and attractions with their listings on our website through the Partner Portal. Now that we are continuing our tutorial videos, we are seeing people continue to reach out for assistance in setting their account up.

We had our Final Friday event this month and our theme was John Brown. We had around 10 different local artists contribute their work for this show. We had almost 60 people turn out for this show. Our theme decision was based on the John Brown exhibit that is taking place currently at the Watkins Museum. We are planning to have this show up for 2 months.

I have also been taking on the task of making the weekly videos of things to do that we post on our social media pages. This task has been really helpful for me to be up to date on events happening each week in Lawrence, it has also been quite a bit of fun.

I have made great progress on drafting our volunteer program with both the description and now the incentive documents being finished. I hope to have this program launched here in the next month.

## Sales Team Board Report, September 2021



### Lead Production

- 2 Leads generated in September (ERR: \$173,575)

*RRN = Requested  
Room Nights*

*ERR = Estimated  
Room Revenue*

**ACEC Luncheon**-Nov 9th, 2021 / *RRN:10; EER: \$15,000*

**U.S. Soccer National Referee Camp** –Dec 11-14th, 2021 / *RRN:675; EER: \$158,575*

## Sales Team Board Report, September 2021



### Prospecting Efforts & Other Sales Team Highlights

#### Active Prospecting/Business Development –

**Hardwood Classic Basketball Tournament-** Kendra hosted the DOS to discuss the Hardwood Classic meeting with MO KAN Basketball owners from August. Kendra wanted to present the sponsorship proposal and get buy in from the hoteliers on efforts to bring the event back to Lawrence for '22 + beyond. Majority of the hotel DOS want the event back and are willing to pay the high rebate requested by the tournament directors. The hotels see value in the tournament and are willing to secure rooms to support the event. Kendra expressed the concerns from the tournament directors and hopes to figure out a way to cover their rental cost at Sports Pavilion for '22 and beyond. Hoteliers agreed this is the right thing to do for future business.

**BWR Kansas-** the September DOS meeting was hosted by Sunflower Outdoor and Bike to discuss the upcoming race coming to Lawrence in October. Two DOS were in attendance along with eXplore Lawrence staff.

**Destination Celebration-** Kendra attended Destination Celebration, which is an invite only trade show for Destination Sales reps to attend and network with local planners from around the region. Fifty destinations attended from all over the U.S. Sixty five Planners attended and mingled with the destination reps throughout the evening. Kendra connected with old and new contacts. (1) RFP came out of the show.

**PCMA Heartland Chapter Golf Tournament-** Annual golf tournament hosted by PCMA Heartland Chapter was hosted at Tshotz in North KC last month. Sales managers were able to host planners in their golfing bays for the afternoon. Around eighty people attended for this show. This is one of their largest networking events for the chapter.

**TEAMS Conference Trade Show-** Sports Kansas attended the TEAMS conference in Atlantic City last month with other Sports commissions and destinations from around the U.S. The show was three days with eighty appointments with Sports Rights Holders. Sports Kansas reps from around the state took notes and met with rights holders discussing upcoming RFP opportunities or additional information they were seeking from the state of Kansas. The list of right holders ranged from regional level tournaments to national level tournaments. All of Sports Kansas will get access to the RFP list when the proposal release next month preparing for '23 and beyond. Several right holders were very interested in bringing events to the region because of how accessible Kansas and the mid west is with direct flights and drivability for athletes. This was the first show Sports Kansas has attended with TEAMS. Kendra is looking at the list of RFPs to bring to Lawrence as well as working with the surrounding cities such as Topeka, Kansas City Kansas and Olathe, to bring in regional level events to impact the NE part of the state. This would align with the Explore Lawrence strategic plan of regional efforts within the state.

## Sales Team Board Report, September 2021



**Service efforts-** *these are all groups that eXplore Lawrence Sales is actively working with on service needs for their upcoming event/conference needs.*

**Kansas Court Management Association**

**Kansas Museum Association**

**Fur Takers of America**

### **Meeting Max Current Live events-**

BWR Kansas Race- October 27<sup>th</sup> to Nov 1<sup>st</sup>, 2021- 139 picked up/1000 contracted; cut off was October 1<sup>st</sup>, 2021.

### **Other sales efforts:**

**Threshold 360-** *Ongoing project.* Majority of the venues/hotels are completed. Marketing has integrated the tours on the website. 0 New locations shot in September.

**On boarding new hotel partners-** None at this time. New GM at Tru by Hilton hotel. DOS was promoted to GM. No need to on board.

**CVENT-** Sales met with the CVENT account manager to discuss renewal for '22. Yearly subscription is up at the end of the year and eXplore Lawrence would need to renew their diamond 2 listing. Marketing might have opportunity to do some pay per click marketing within the listing. Marketing & Sales are going to hold off till '22 to discuss this further.

**DOS Meeting:** Held at Sunflower Outdoor & Bike to discuss the upcoming BWR Kansas race. Two hoteliers attended. Katie from BW Plus and Chris from Springhill Suites. Thought moving the time to the afternoon would allow more DOS to get off property to attend. Below average attendance for this new time slot.

DOS & GMs were invited by eXplore Lawrence to attend the opening of the John Brown Exhibit at the Watkins Museum. The hotels were invited to send front line employees to attraction and experience it for themselves to better promote the attraction to guests when they ask about things going on in town during their stay. A handful of hotel employees took advantage of the tickets and visited the exhibit.

## Sales Team Board Report, September 2021



**Tour Kansas-** Still promoting the John Brown exhibit through social media channels and outreach prospecting efforts.

**Sports Kansas-** See prospecting efforts note on TEAMS trade show recap. Sports Kansas is also attending another sports focused trade show in Colorado Springs in October. As a member of Sports Kansas, we will get access to the notes from the appointments.

**MPI Kansas City-** Kendra attended Membership meet up event at Chicken N Pickle and networked with a few new planner members at the event.

**KSAE-** Kendra plans to attend the annual KSAE conference and trade show in Topeka, KS. She will represent the destination in regards to bringing more Association conferences & events to Lawrence for future business opportunities.

**PCMA Heartland-** see recap in prospecting efforts. Next education event will be at the state of the industry event on Nov 4<sup>th</sup>. eXplore Lawrence is a presenting sponsor for the event.



## Marketing & Communications Report – September 2021

### Website

Total unique website visitors for September were 15,890, a 63.46% increase over last month, and 95% more than September of last year. The top source for our traffic were Organic Search, Display Ads, and Social Media.

New content on the site in September was:

- August Best Bets for Live Music

Top viewed content in September was:

- Epic Football Weekend Contest
- Calendar of Events
- Lawrence Busker Festival
- Home Page
- Encountering John Brown

### Search Engine Marketing

Last month the campaigns delivered 2,233 relevant and qualified visits to the site on 29,140 Google search ad impressions for a CTR of 7.66% up from 6.94% in August. Compare this to the industry average of 4.68%. Sports Fanatics, Foodies and History Buffs led in search volume. Sports Fanatics and Live Music Lovers are now garnering the highest CTRs with both over 10.00%. 131 Smart Goals were reported for the month.

### Google Display Advertising

Google Display advertising campaigns ran for Lawrence Busker Festival, Encountering John Brown, and Epic Football Weekend in September. All together the campaigns delivered 1,164,019 impressions, resulting in 9933 clicks for a click-thru rate of .85%, well above the industry benchmark of .47%.

### SeeSource Advertising

We used SeeSource to retarget people who have visited Downtown Lawrence since 2018 for a Busker Festival Campaign. The campaign resulted in 228,166 impressions and 427 clicks for a .19% click-thru-rate. The SeeSource benchmark is .18% CTR. We are able to measure attribution from these ads. 2,870 people who saw our Busker Fest ads arrived in Lawrence after viewing the ads. The estimated revenue from these visitors is \$352,560. 617 of the people who saw the ad also stayed in a Lawrence hotel after seeing it.

### Unmistakably Lawrence E-News

The September e-blast was sent to 2805 recipients. 23% of recipients opened the email, and

18% of those who opened it clicked on at least one link. The most popular content was the Busker Festival, Live Music Best Bets, and Encountering John Brown.

### Social Media

September social media activity on Twitter, Instagram, and Facebook resulted in 121 new followers, 269,693 impressions, and 7,021 post engagements.

### Social Advertising

Our ads on Facebook and Twitter served 100,534 impressions and 2,130 clicks – a 2.12% click-thru-rate (much higher than the .90% industry benchmark).

### SeeSource

SeeSource is a tool that gives us insight into visitors to Lawrence: where they are visiting while here, how long they stay, where they come from and more.

- We saw 28,021 unique visitors to Lawrence in September which is the highest we've seen in any single month since February 2020, before the pandemic. We are still behind 2019 numbers when we had 36,380 unique visitors to Lawrence in September.
- Top in-state cities (>50 miles away) that people visited from in September are:
  - Wichita
  - Manhattan
  - Emporia
  - Salina
  - Hutchinson
- Top states that people visited from in September are:
  - Missouri
  - Texas
  - Illinois
  - Oklahoma
  - Colorado
- The top 5 points of interest in September were:
  - Downtown Lawrence
  - Lawrence Hotels
  - Memorial Stadium
  - Clinton Lake State Park
  - Allen Fieldhouse/DeBruce Center

## COMMUNITY ENGAGEMENT REPORT – SEPTEMBER 2021

### Industry Newsletter

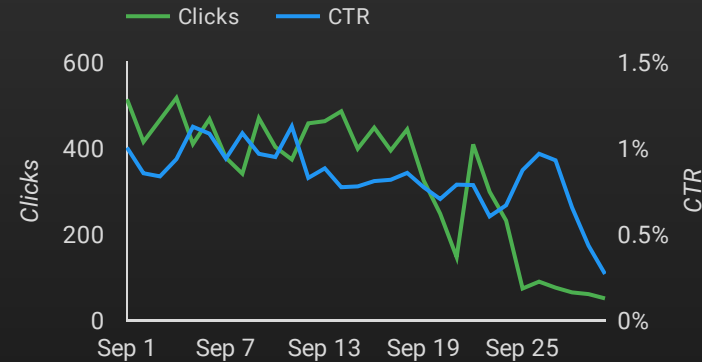
The September industry e-newsletter was sent to 1266 recipients. 23% of recipients opened the email, and 17% of those who opened it clicked on at least one link. The most popular content was the new website, welcome Katie Tiegren, and Leadership Lawrence.

## Overview

## Click Through Rate

by Clicks, CTR

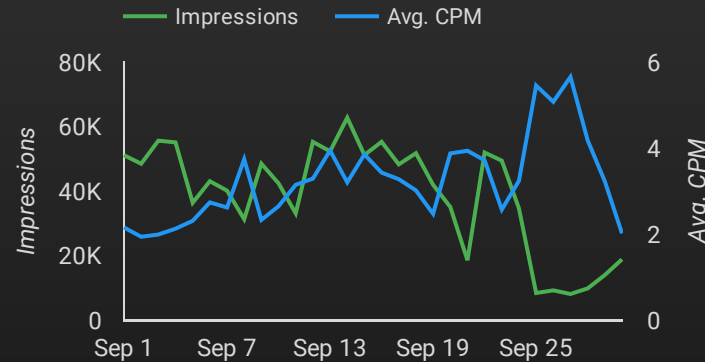
Clicks  
**9.9K**  
↑ 143.6%

CTR  
**0.9%**  
↓ -4.6%


## Impressions

by Impressions and CPM

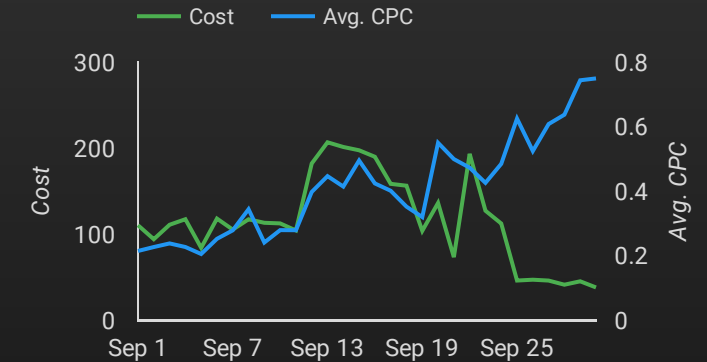
Impressions  
**1.2M**  
↑ 155.4%

Avg. CPM  
**\$3.00**  
↓ -7.6%


## Cost Per Click

by Cost and CPC

Cost  
**\$3.50K**  
↑ 136.1%

Avg. CPC  
**\$0.35**  
↓ -3.1%


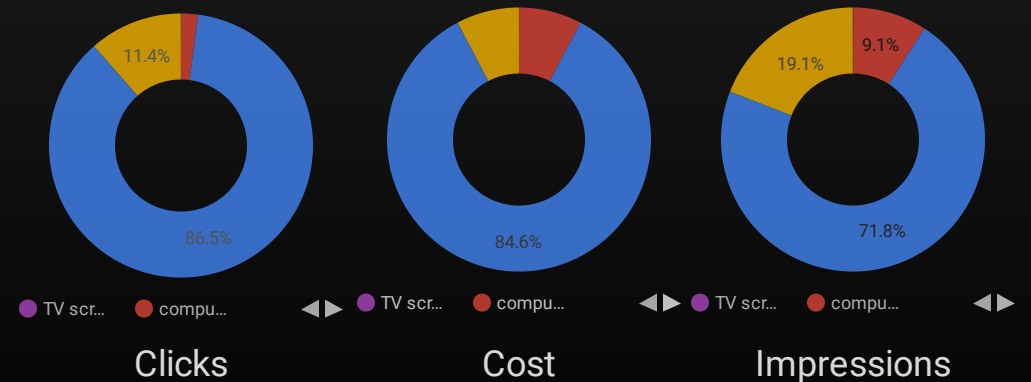
## Top Campaigns

by CTR, Avg. CPC, and Cost / Conv.

	Campaign	Clicks ▾	CTR	Avg. CPC
1.	Lawrence Busker Festival 2021 - Regional campaign	6,149	1.03%	\$0.33
2.	Lawrence Busker Festival 2021 - EL Roadtrip Campaign	2,380	0.71%	\$0.16
3.	Encountering John Brown	1,394	0.6%	\$0.77
4.	Epic Football Weekend 2021	3	0.21%	\$0.39
5.	LP Video Skippable	0	0%	\$0
6.	Lawrence Restaurant Week - Website traffic	0	0%	\$0
7.	LawrencePromise: Product and brand consideration-Di...	0	0%	\$0
8.	Website traffic-Lawrence Promise-Local	0	0%	\$0
1 - 9 / 9 < >				

## Device Breakdown

by Clicks, Cost, and Engagements





Default Data  
Click to select your data

Medium

Sep 1, 2021 - Sep 30, 2021

## AUDIENCE

Data From Google Analytics

Users  
**15,880**  
↑ 92.8%

Sessions  
**19,880**  
↑ 106.2%

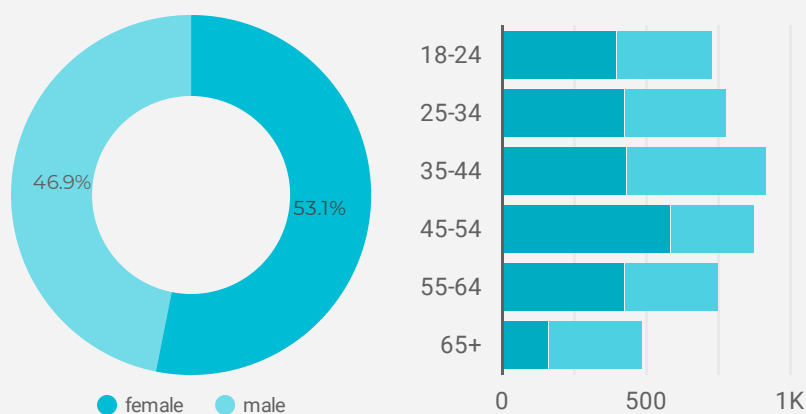
Pageviews  
**37,304**  
↑ 135.4%

Bounce Rate  
**57.0%**  
↓ -23.2%

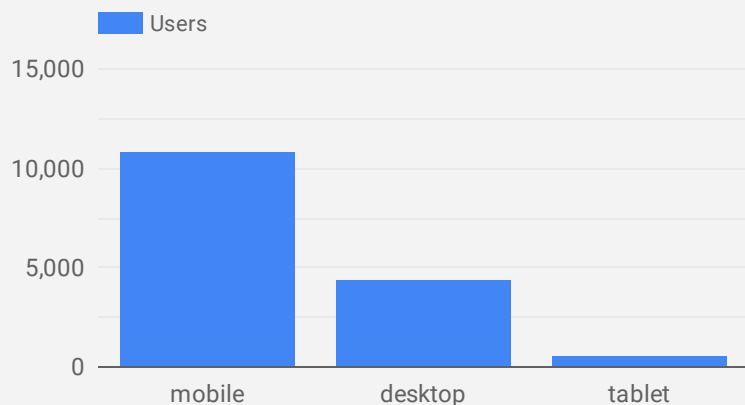
Avg. Session Duration  
**00:01:32**

Pages / Session  
**1.88**  
↑ 14.1%

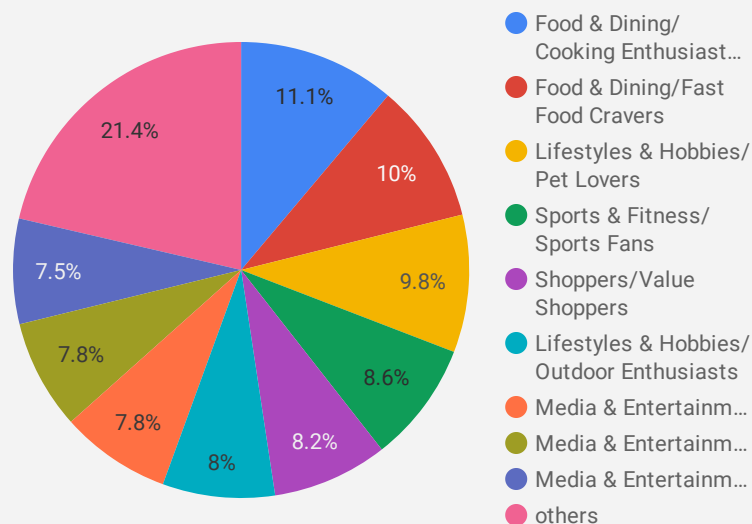
### Engagement by Age & Gender



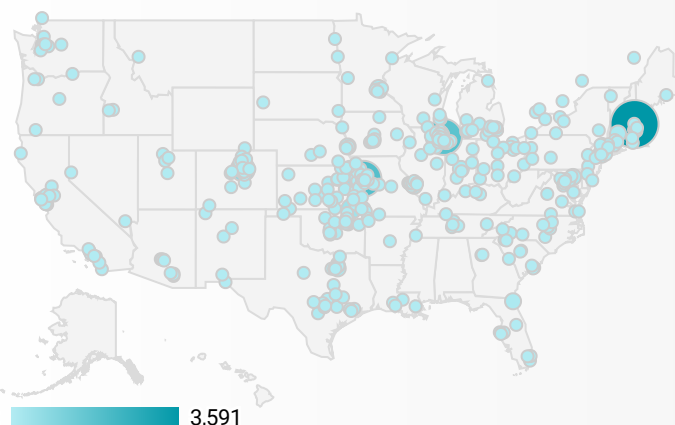
### Device Category by Users



### User Interests



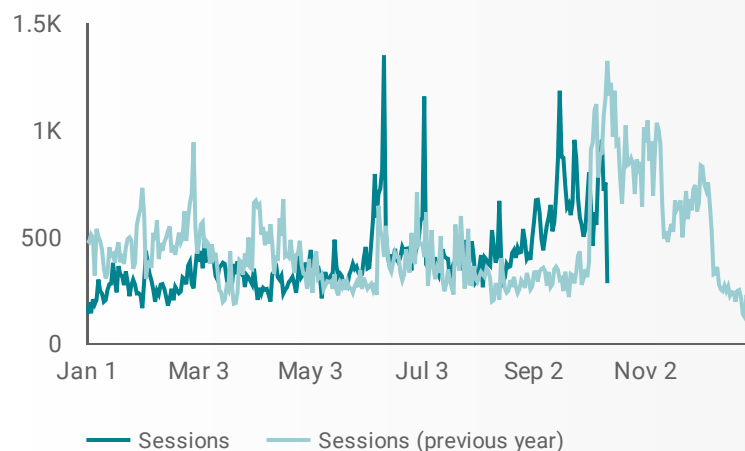
### What are the top cities by users?



	City	Users	Pageviews
1.	Lawrence	3,591	
2.	Kansas City	1,869	
3.	Chicago	1,728	
4.	Denver	724	
5.	(not set)	712	
6.	Topeka	453	
7.	Coffeyville	366	
8.	Overland Park	301	
9.	Wichita	278	
10.	Olathe	173	

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### How are site sessions trending?





Default Data  
Click to select your data

Medium

Sep 1, 2021 - Sep 30, 2021

## BEHAVIOR

Data From Google Analytics

### Top Pages by Unique Pageviews

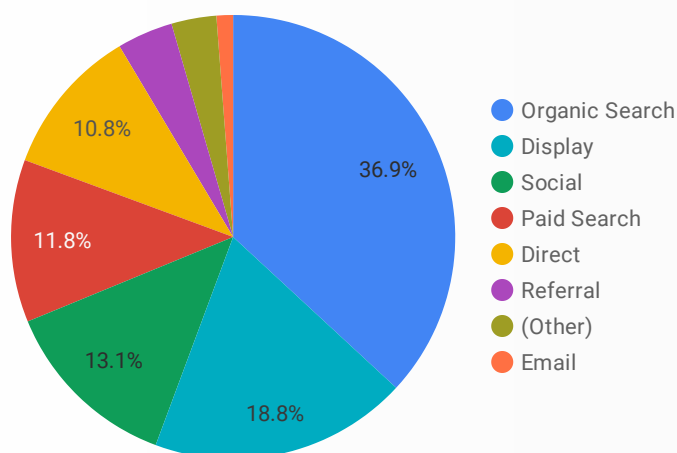
	Page Title	Unique Pageviews
1.	Events Calendar - Unmistakably Lawrence	3,272
2.	Win an epic football weekend in Lawrence, Kansas!	3,059
3.	Lawrence Busker Festival	2,786
4.	Explore - Unmistakably Lawrence	1,942
5.	Encountering John Brown - Unmistakably Lawrence	1,875
6.	14th Annual Lawrence Busker Festival presented by Free State Beer	1,012
7.	Eat - Unmistakably Lawrence	824
8.	Concerts & Live Music	637
9.	Lawrence, Kansas COVID-19 Visitor Dashboard	443
10.	Play - Unmistakably Lawrence	366

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## AQUISITION

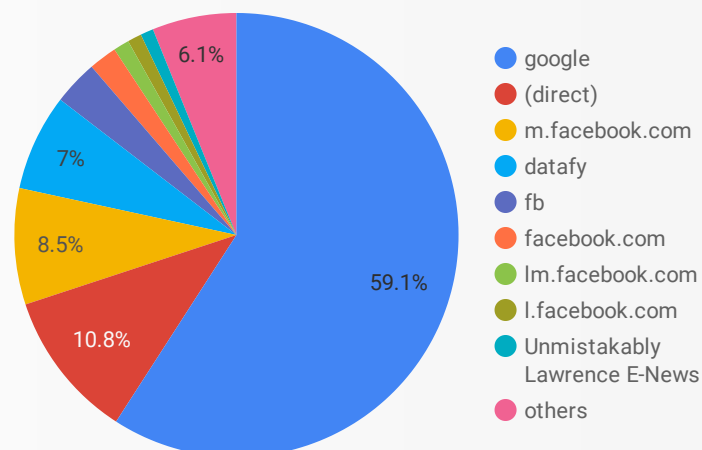
### Which channels are driving engagement?

Goal: Engaged Users



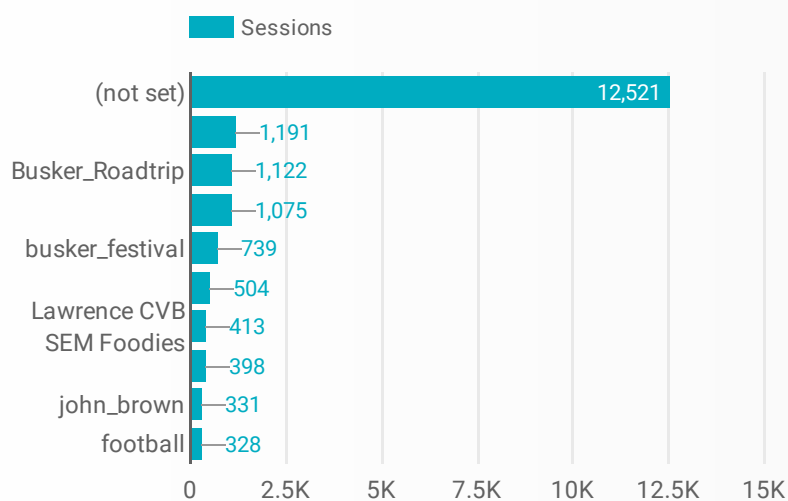
### Where are referrals coming from?

Goal: Engaged Users



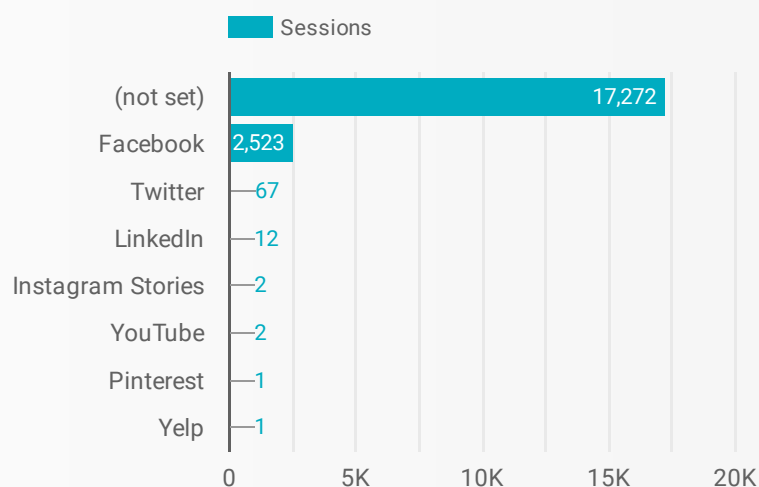
### Ad Campaign Referrals

Goal: Engaged Users



### Social Referrals

Goal: Engaged Users





# Monthly Report

September 1 - 30, 2021

## Totals

Facebook, Instagram, Twitter



Total Audience  
**24,979** ↗ 0.4%




Total Impressions  
**269,693** ↗ 115%



Total Engagement  
**7,021** ↗ 116%

## Performance

 Explore Lawrence

Engaged Users  
**5,189** ↗ 143%

Post Impressions  
**109,828** ↗ 58%



Reactions  
**713** ↗ 144%

Post Reach  
**74,633** ↗ 117%



Page & Post Engagements  
**6,602** ↗ 131%

Link Clicks  
**4,436** ↗ 465%



New Fans  
**68** ↘ 21%

Posts  
**45** ↗ 74%



## Performance

 explorelawrence

Posts  
**15** ↗ 88%

Impressions  
**62,161** ↗ 156%

Reach  
**25,137** ↗ 86%

Likes  
**388** ↗ 6%

Comments  
**18** ↗ 158%

New Followers  
**51** ↗ 25%

## Performance

 eExploreLawrence

Tweets  
**60** ↗ 72%

Retweets  
**33** ↗ 65%

Impressions  
**42,435** ↗ 138%

Engagements  
**346** ↗ 117%

Replies  
**1**

Clicks  
**167** ↗ 126%

Likes  
**94** ↗ 124%

New Followers  
**2** ↘ 89%

# September 2021 Leisure

**Sent**

Fri, Sep 3, 2021 1:52 pm

September 2021 Leisure

Sent 9/3/21 1:52PM

Overview

2,805 Recipients

**Audience:** Unmistakably Lawrence E-News

**Delivered:** Fri, Sep 3, 2021 1:52 pm

**Subject:** 10+ things to do this month in Lawrence, Kansas

623 Opened	113 Clicked	55 Bounced	7 Unsubscribed
---------------	----------------	---------------	-------------------

Successful deliveries	2,750	98.0%	Clicks per unique opens	18.1%
Total opens	1,200		Total clicks	231
Last opened	10/12/21 2:11PM		Last clicked	9/21/21 4:21PM
Forwarded	0		Abuse reports	1
Inbox replies	0			

0 Orders	\$0.00 <u>Average order revenue</u>	\$0.00 <u>Total revenue</u>
-------------	--	--------------------------------

September 2021 Leisure

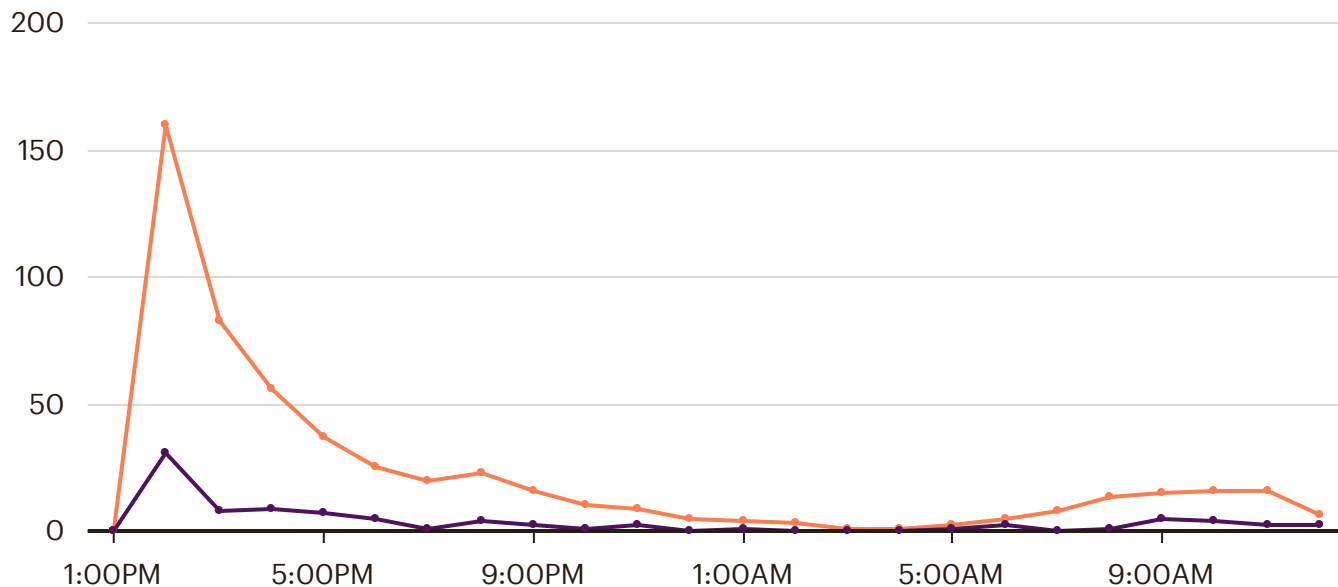
Sent 9/3/21 1:52PM

## Subscriber activity

## 24-hour performance

Opens

Clicks



## Subscribers with most opens

vickidouglas@sunflower.com	14
sandraglaw69@yahoo.com	11
Brestandley20@gmail.com	12
cbricha@mac.com	34
kastninghouse@gmail.com	18

URL	Total	Unique
<a href="https://www.explorelawrence.com/events/annual-eve...">https://www.explorelawrence.com/events/annual-eve...</a>	34 (14.7%)	18 (10.4%)
<a href="https://www.explorelawrence.com/blog/post/septemb...">https://www.explorelawrence.com/blog/post/septemb...</a>	34 (14.7%)	26 (15.0%)
<a href="https://www.explorelawrence.com/events/encounteri...">https://www.explorelawrence.com/events/encounteri...</a>	33 (14.3%)	27 (15.6%)
<a href="https://www.explorelawrence.com/events/sports-even...">https://www.explorelawrence.com/events/sports-even...</a>	27 (11.7%)	25 (14.5%)
<a href="https://www.explorelawrence.com/events/">https://www.explorelawrence.com/events/</a>	27 (11.7%)	19 (11.0%)
<a href="https://www.explorelawrence.com/event/liveonmass-...">https://www.explorelawrence.com/event/liveonmass-...</a>	16 (6.9%)	11 (6.4%)
<a href="https://www.explorelawrence.com/blog/post/video-to...">https://www.explorelawrence.com/blog/post/video-to...</a>	16 (6.9%)	15 (8.7%)
<a href="https://www.explorelawrence.com/event/annual-art-in...">https://www.explorelawrence.com/event/annual-art-in...</a>	11 (4.8%)	11 (6.4%)
<a href="https://www.explorelawrence.com/event/summers-en...">https://www.explorelawrence.com/event/summers-en...</a>	10 (4.3%)	7 (4.0%)
<a href="https://www.explorelawrence.com/events/annual-eve...">https://www.explorelawrence.com/events/annual-eve...</a>	8 (3.5%)	4 (2.3%)
<a href="https://www.explorelawrence.com/event/annual-down...">https://www.explorelawrence.com/event/annual-down...</a>	8 (3.5%)	7 (4.0%)
<a href="https://www.youtube.com/explorelawrence">https://www.youtube.com/explorelawrence</a>	3 (1.3%)	1 (0.6%)
<a href="http://instagram.com/explorelawrence">http://instagram.com/explorelawrence</a>	3 (1.3%)	1 (0.6%)
<a href="https://www.explorelawrence.com/">https://www.explorelawrence.com/</a>	1 (0.4%)	1 (0.6%)
<a href="http://www.facebook.com/explorelawrence">http://www.facebook.com/explorelawrence</a>	0 (0.0%)	0 (0.0%)
<a href="https://www.twitter.com/eXploreLawrence/">https://www.twitter.com/eXploreLawrence/</a>	0 (0.0%)	0 (0.0%)
<a href="http://explorelawrence.com/">http://explorelawrence.com/</a>	0 (0.0%)	0 (0.0%)



## Overview



Unique Visitors  
**344,570**

In-State 89,855

Out-of-State 254,678

Visitor Days Spent  
**975,499**

In-State 253,962

Out-of-State 722,200

Avg Length of Stay

**2.3**

Avg POI's Visited

**2.0**

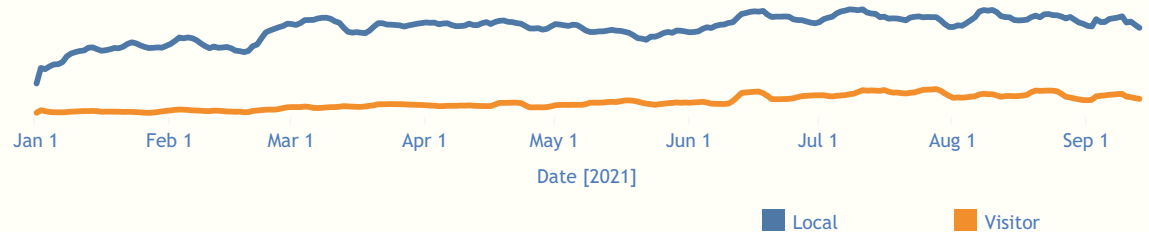


### Visitation

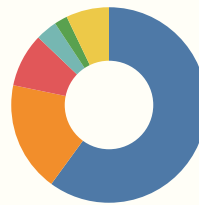
Year to Date

		In-State	Out-of-State
2021	Unique Visitors	89,855	254,678
	Visitor Days Spent	253,962	722,200
2020	Unique Visitors	125,680	291,032
	Visitor Days Spent	313,327	790,165
2019	Unique Visitors	190,992	494,519
	Visitor Days Spent	454,294	1,354,747
2018	Unique Visitors	144,474	385,323
	Visitor Days Spent	350,459	1,054,206

### Local vs Visitor Trend

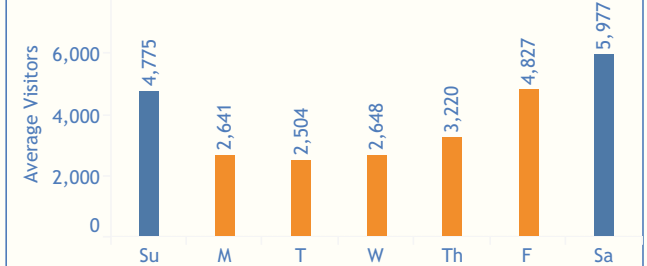


### Trip Length

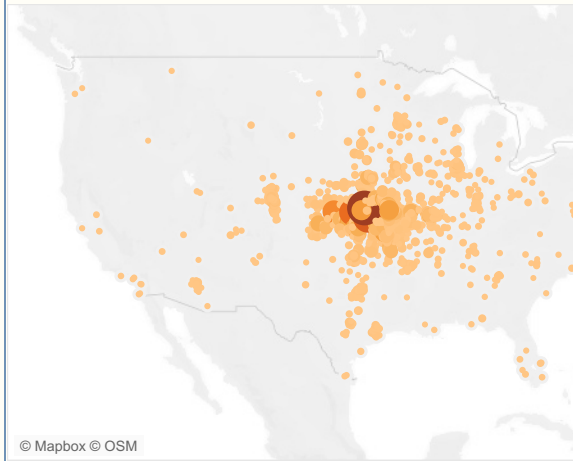


Day Trip  
1 Night  
2 Nights  
3 Nights  
4 Nights  
5+ Nights

### Weekday vs Weekend



### Heat Map



© Mapbox © OSM



### Top POI's

Downtown Lawrence	174,562
Hotels	149,208
Clinton Lake State Park	74,249
Rock Chalk Park	48,675
Cradle of Basketball	32,640
Memorial Stadium	14,576

DMAs

### Top Markets



Wichita-Hutchinson Plus	53,145
Kansas City	26,337
Topeka	24,440
St. Louis	18,269
Denver	13,013
Chicago	11,895



### Prevalent Demographic Group:

Age: Gen X (45-54) Income: 150K+ Education: Bachelor's Household: 3-5 People  
(Under 18 group is not considered)

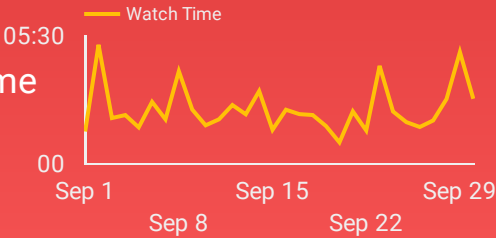


Trending by Views, Watch Time, & Shares

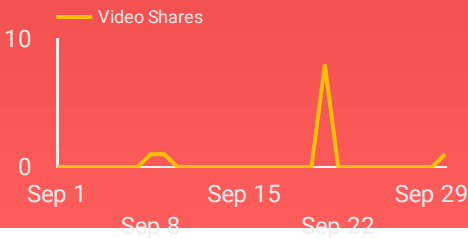
Views  
712.0



Avg Watch Time  
02:42



Video Shares  
11.0



Top Videos Watched

Filter by video title

Title	Views	Watch Time	Shares
2016 Downtown Men's Olympic S...	43	00:02:00	2
Final Fridays in Lawrence, Kansas ...	1	00:02:20	9
Climb Lawrence Video Tour	1	00:02:34	0
Eagle Bend Public Golf Course in ...	1	00:03:15	0
The Lawrence Busker Festival pre...	1	00:00:23	0
The Cradle of Basketball HD	1	00:02:12	0
Bleeding Kansas: The letters of Ed...	1	00:04:23	0
No Free Lunches at 1900 Barker ...	1	00:03:16	0
Lawrence Farmers Market Reignit...	1	00:01:12	0
No Free Lunches at Ramen Bowls:...	1	00:04:10	0

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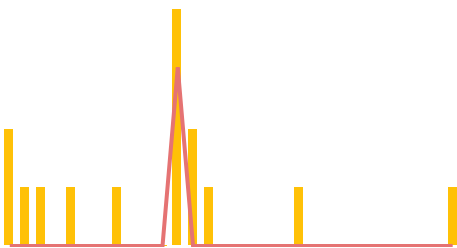
Likes Added & Removed



15.0



3.0



Dislikes Added & Removed



1.0



1.0



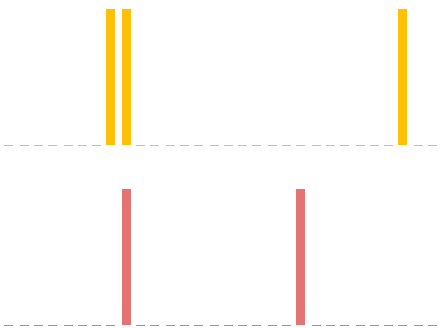
Subscriptions Added & Removed



3.0



2.0



User Comments



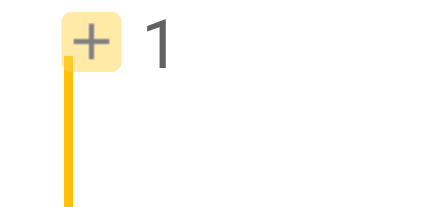
0



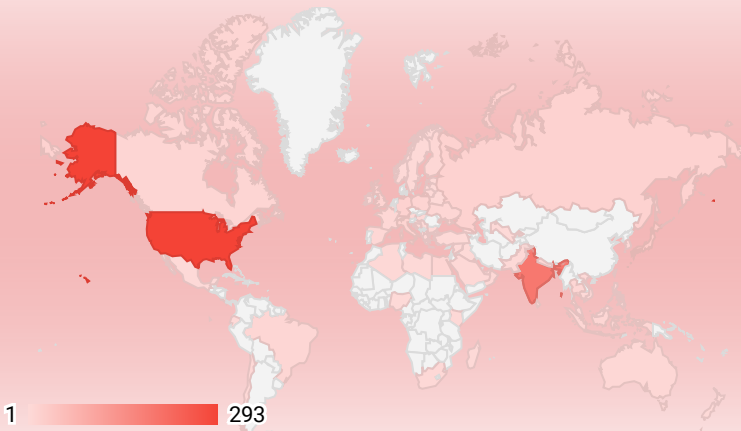
Video Comments



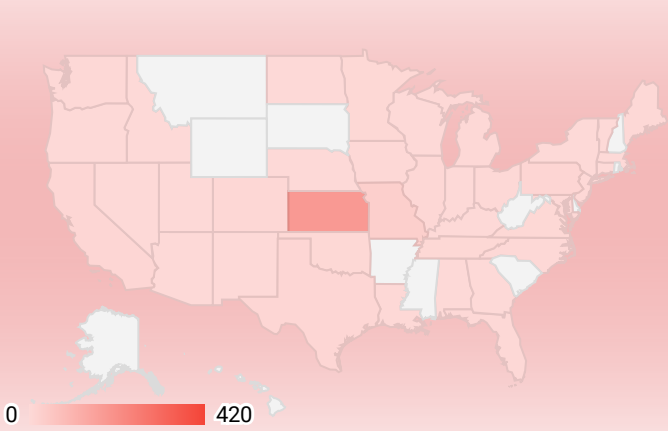
1



Top Countries By Views



Top US States By Views



# SEM Campaign Overview

Total Spent  
**\$793.99**

Impressions  
**29,140**

CTR  
**7.66%**  
Industry Average: 4.68%

Clicks  
**2,233**

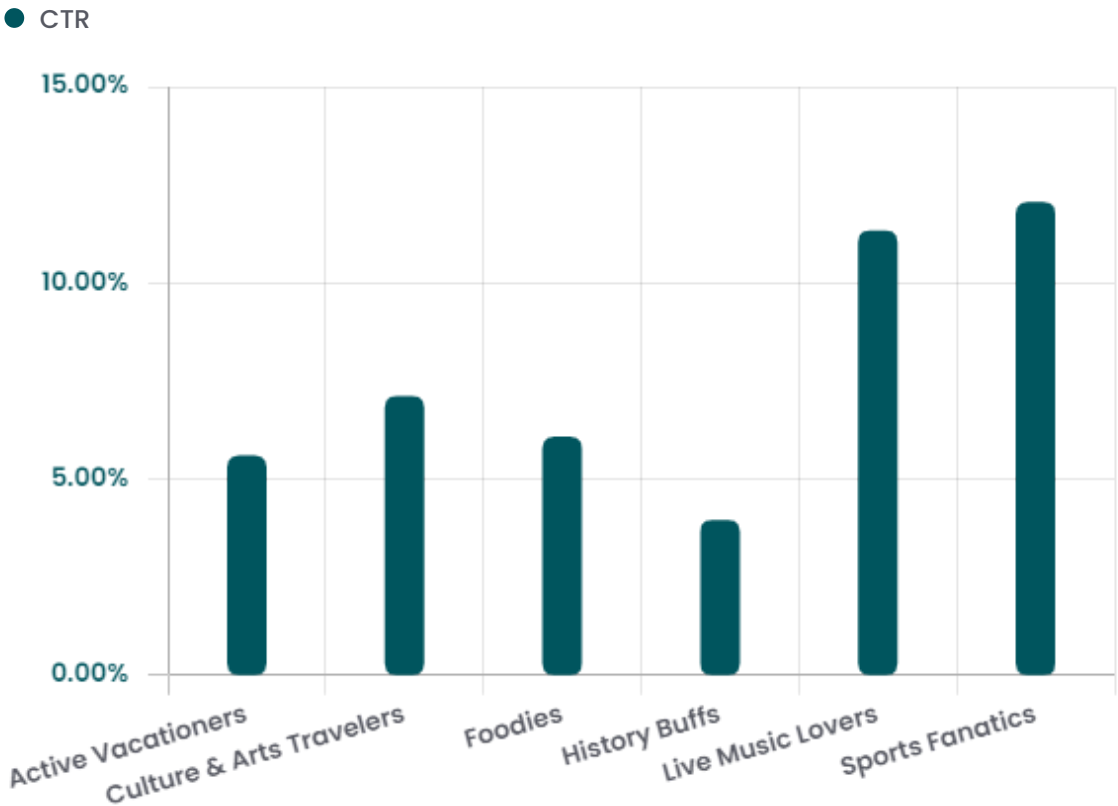
Smart Goals (All Web Site Data)  
**131.00**

Clicks by Audience

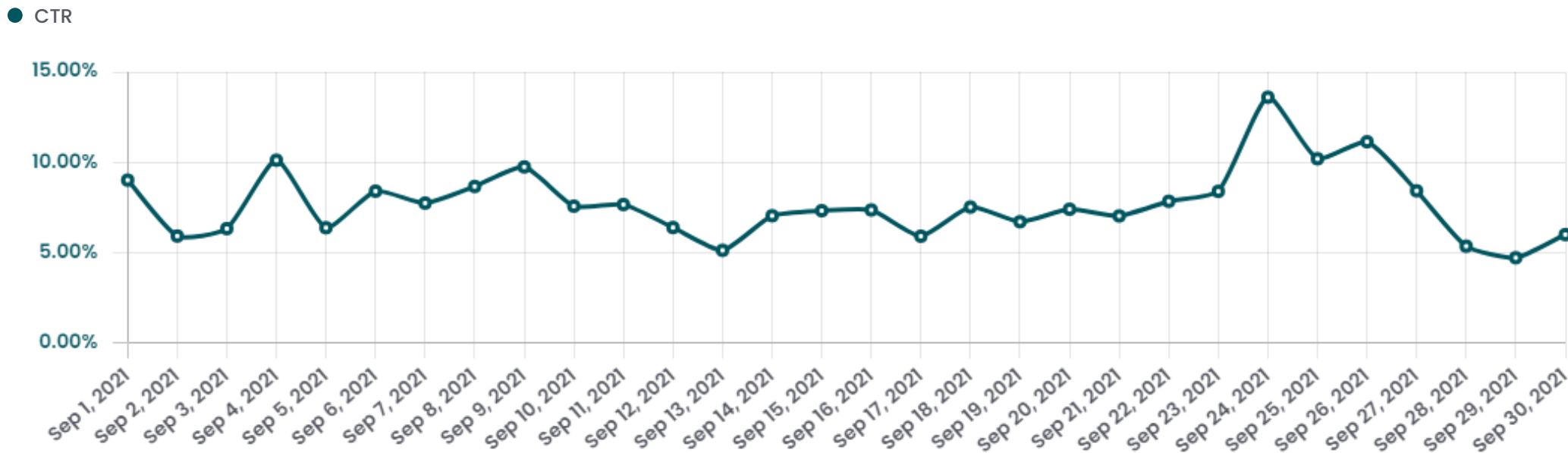
- Sports Fanatics (43.71%)
- Foodies (18.00%)
- History Buffs (12.18%)
- Live Music Lovers (12.00%)
- Active Vacationers (9.23%)
- Culture & Arts Travelers (4.88%)



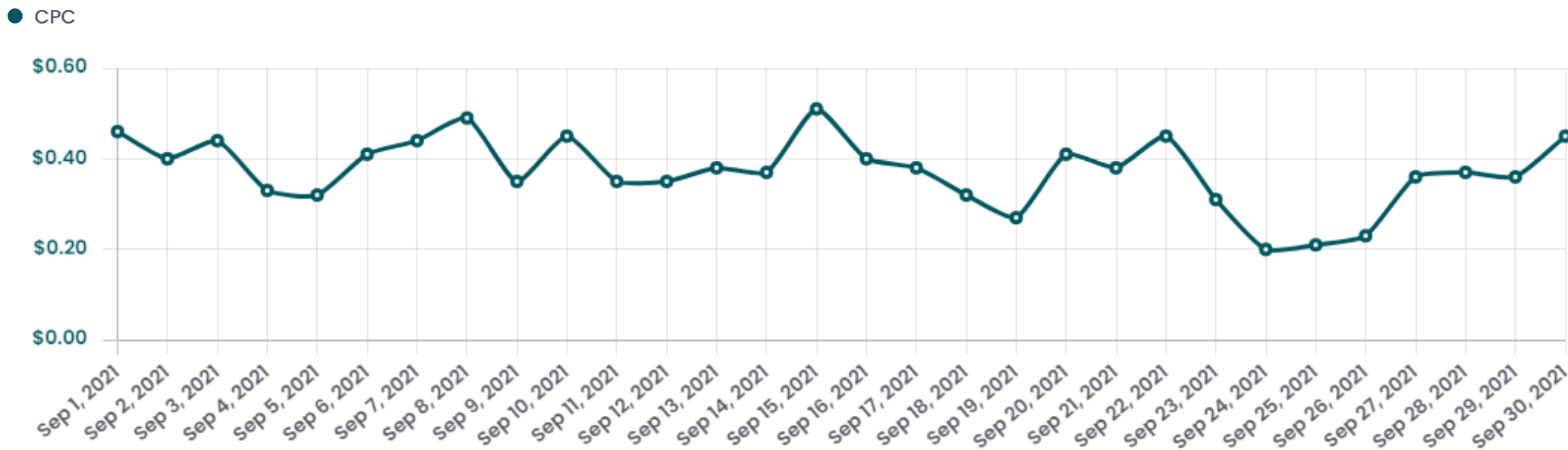
Click Through Rate by Campaign



CTR By Day



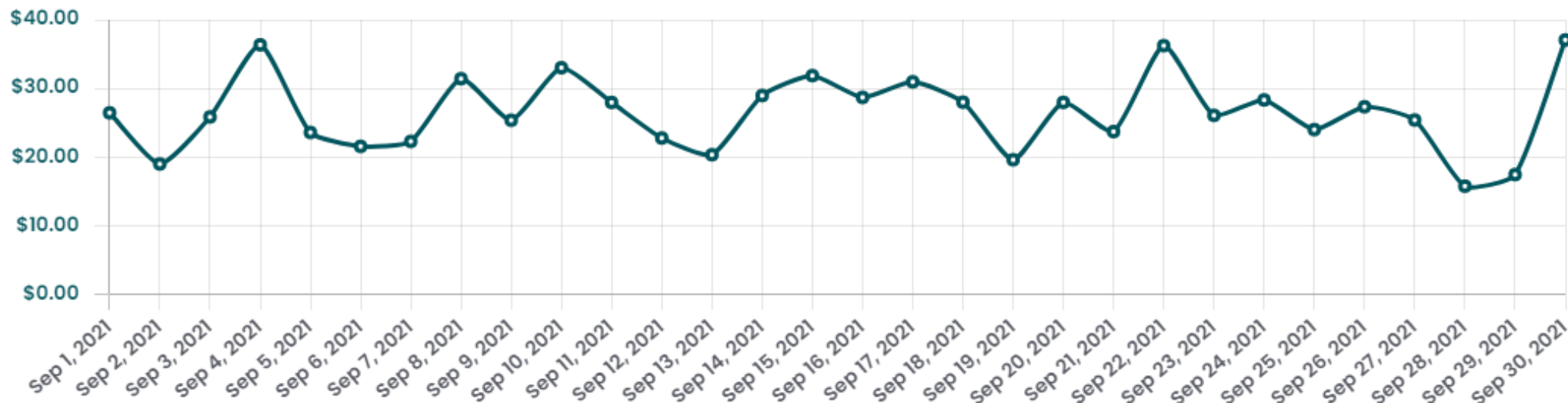
CPC By Day



Spend By Day

Total Spent

Total spent



Top Keywords by CTR

Keyword	Clicks	CTR	Total Spent
+mass +street +lawrence +ks +stores	30	24.19%	\$10.56
+food +deals +lawrence +ks	13	22.41%	\$2.26
+food +specials +lawrence +ks	31	20.95%	\$6.80
The Bottleneck lawrence ks	93	20.17%	\$53.21
+lawrence +ks +bike +trails	47	19.11%	\$20.66
+phoenix +gallery +lawrence +ks	15	13.76%	\$23.21
lawrence ks	27	12.13%	\$15.00
	1,245	6.23%	\$657.40

**FOCUS AREA 1: FINANCES****Goal 1.1 Maximize economic opportunity and pandemic recovery thru tourism, destination management and advocacy for local businesses.**

Objective 1.11 Transient Guest Tax collections begin to reach 2019 levels by the second quarter of 2022.

Owner(s)	Due Date	Comments
		1st qtr was down 48.79%. Second Quarter 2nd qtr up 161.28%, August surpassed 2019 collections, Up
ED	06/30/22	36.24% YTD%- KA

**Goal 1.2 Develop viable budget accounting for economic uncertainties of pandemic.**

Objective 1.21 Proposed annual budget prepared, discussed and approved by April 21, 2021.

ED	04/21/21	Submitted : Ka has reached out to City Finance to follow up and has been informed our 2022 budget will be flat.
----	----------	---

**Goal 1.3 Secure federal, state, and local pandemic relief funding.**

Objective 1.31 Apply for Second Draw Paycheck Protection Program (PPP) loan by May 28, 2021.

ED	05/28/21	This program had been exhausted as of May 7th. We will not be able to access further PPP funds - KA
----	----------	---

Objective 1.32 Consider applying for increased Economic Disaster Injury Loan by May 2021

ED	05/01/21	BoD not planning to apply for more EIDL funds at this time
----	----------	--

**Goal 1.4 Maintain viable funding strategy to support City CVB goals and expectations.**

Objective 1.41 Continue to meet all monthly financial and related reporting requirements for the City by March 2021. (marketing data, tourism data, visitation data)

ED	03/31/21	ongoing
Board + ED	10/01/21	Will begin this process in October- KA

Objective 1.42 Review and update Operating Agreement with City to ensure sufficient resources to support City CVB goals and expectations by October 2021.

Objective 1.43 Analyze return on investment of events and activities by using data available to us including STR and TGT reports, website analytics, SeeSource, and event impact calculator to optimize resource allocation.

Ed + Marketing	10/01/21	Ongoing
----------------	----------	---------

**FOCUS AREA 2: PARTNERSHIPS****Goal 2.1 Nurture high quality partnerships and relationships throughout the community.**

Objective 2.11 Restart regular meetings with community leaders by June 2021.

ED	06/30/21	Ka has started meeting one on one with community leaders.
----	----------	---

Objective 2.12 Complete introductions and outreach by new Executive Director to key stakeholders and community leaders within the first three months of hire

Board + Staff		Ka is working on in person contacts with hotels and one on ones with commissioners KA Met with Brit and will be leading the Tourism component of the plan. Will be forming a working group.
---------------	--	---

Objective 2.13 Foster strategic alignment of specific eXplore Lawrence goals and priorities with the City Economic Development Strategic Plan by September 2021.

ED + Board	09/30/21	Beginning Diversity and Inclusion working group in October
------------	----------	--

Objective 2.14 Explore and cultivate new opportunities for Staff and Board Members to engage with key organizations and community stakeholders by October 2021.

Staff + Board	10/31/21	
---------------	----------	--

Objective 2.15 Explore opportunities for roundtables or quarterly meetings of Staff and Board Members to promote economic development with the City and Chamber by January 2022.

Staff + Board	01/01/22	
---------------	----------	--

Objective 2.16 Explore the organization's optimal role in community conversations regarding the potential need for larger meeting space by July 2022.

Sales + Board + ED	07/31/22	
--------------------	----------	--

Objective 2.17 Facilitate a strong Extranet relaunch campaign to enage Lawrence hospitality, service, retail, attraction, events and outhur tourism industry partners prior to the website launch by July 2021

CE + Marketing	07/31/21	Relaunched Partner Portal July 19 with weekly communications. Will resume the relaunch campaign in September. - AJ
----------------	----------	--

**Goal 2.2 Maintain robust network of regional CVB partners.**

Objective 2.21 Convene regular meetings to cultivate relationships with regional CVB partners by September 2021.	CE	09/01/22	KA met with Sean Dixon President of Visit Topeka. Discussed collaborations on regional events and how Topeka and Lawrence can work together more.
Objective 2.22 Establish a regional CVB entity to attract and support major events by June 2022.	Sales + ED	06/30/22	Working to open doors at KU facilities. - KA & KS
<b>Goal 2.3 Maintain robust partnerships with the University of Kansas, the KU Alumni Association, KU Athletics and Haskell Indian Nations University.</b>			
Objective 2.31 Convene regular meetings with KU, Haskell, Parks & Recreation, and USD 497 to cultivate relationships and partnerships to increase tourism and collaboration by April 2022.	ED + CE	04/30/22	Ka and KS have met with Brandy and Taylor they are very receptive to this idea. Need to start outreach to others.
<b>FOCUS AREA 3: EVENTS AND ACTIVITIES</b>			
<b>Goal 3.1 Promote Lawrence signature events and other high impact events and activities to attract individuals to Lawrence.</b>			
Objective 3.11 Promote fun and safe events and activities during the pandemic to serve local guests by March 2021.	Marketing	03/31/21	This has begun and is ongoing: being done via events calendar, weekly things-to-do videos, monthly e-newsletters - AJ Website, Digital, and Social promotion of "Dinner Bell" events and activities are ongoing: PRIDE, Free State Festival, Fourth of July, Douglas County Fair, Live on Mass, Lawrence Busker Festival, Civil War on the Border, Encountering John Brown. AJ
Objective 3.12 Promote "Dinner Bell" events and activities to signal the post-pandemic return to major events and a re-opened local economy by July 2021.	Marketing	07/31/21	Digital and social Lawrence Busker Festival campaign to travelers interested in Festivals in our top road trip and regional markets. Digital, print, social campaign for Encountering John Brown exhibit targeting groups and history buff travelers in our regional and roadtrip audiences. -
Objective 3.13 Explore opportunities to leverage existing signature such as Lawrence Busker Festival, Free State Festival, and Live on Mass to increase hotel stays and visitors spending.	Marketing	11/01/22	AJ
<b>Goal 3.2 Promote established and proven events that drive hotel stays and sales.</b>			
Objective 3.21 Promote established events that drive overnight stays including bike races, KU Football and other events.	Marketing	Ongoing	Digital/Social partnership with IMG to promote an Epic Football Weekend contest for the home Oklahoma University game, October 23. Also using Google Display Network, and See Source to promote the event. Working with Belgian Waffle Ride on marketing opportunities. - AJ

Objective 3.22 Support and attract sporting events that drive overnight stays.	Sales + VS		ongoing. KA and KB met with HOA and Sports Pavilion to discuss how to support that event and grow overnights associated
<b>Goal 3.3 Promote major regional events in partnership with regional CVBs.</b>			
Objective 3.31 Secure one new major regional event thru regional partnership by 2023.	ED + Sales	12/31/21	ongoing
<b>FOCUS AREA 4: SALES AND MARKETING</b>			
<b>Goal 4.1 Secure robust sales thru Tourism and Destination Management.</b>			
Objective 4.11 Develop a Sales Plan with expanded focus on sales by October 2021.	Sales	10/31/21	drafting will present at November 21 Board Meeting
Objective 4.12 Explore possibilities to increase sales thru staffing priorities by April 2022.	Sales	04/30/22	Implemented and using during prospecting calls and trade shows. This has also been sent out to DOS partners to use around their sales efforts and trade
Objective 4.13 Create incentive program for meetings, conventions and sporting events by March 2021	Sales	03/31/21	shows. Ongoing. Need to figure out best practices and roles that support those best practices within the servicing and sales efforts.
Objective 4.14 Formalize policies and procedures to maximize sales and marketing tool including Threshold 360, Cvent Simpleview CRM, Meeting Max, and Proposal Path by June 2021	Sales + VS		Ongoing. Working on best practices and roles within the servicing and sales efforts. Also need to figure out how to report servicing efforts with board report narrative.
Objective 4.15 Optimize the transition process of group sales from Sales Department to the Visitors Services Department	Sales + VS	07/01/21	
<b>Goal 4.2 Foster great marketing and maintain attractive brand for CVB activity in Lawrence.</b>			
Objective 4.21 Promote Current and Post-Pandemic Dinner-Bell activities.	Marketing	03/31/21	In progress - AJ In-progress: Research phase. Would like to introduce Bandwango into our digital marketing toolbox so that we can create digital passports/trails for Lawrence. - AJ
Objective 4.22 Complete a Marketing Plan and an expanded digital presence by January 2022	Marketing	01/31/22	
<b>FOCUS AREA 5: HIGH PERFORMING ORGANIZATION</b>			
<b>Goal 5.1 Ensure sustained, high quality executive leadership for eXplore Lawrence.</b>			
Objective 5.11 Convene a Search Committee and onboard new Executive Director by August 2021.	Board	08/31/21	Completed
Objective 5.12 Draft and distribute a position description prospectus for a new ED by March 2021.	Board	03/31/21	Completed
Objective 5.13 Identify and support interim executive leadership by March 2021.	Board	03/31/21	Completed
Objective 5.14 Identify key talking points for ED search and interview process by April 2021.	Board + Staff	04/30/21	Completed
<b>Goal 5.2: Preserve and transfer critical institutional knowledge.</b>			
Objective 5.21 Conduct Retirement and Exit Interview with retiring director by April 2021.	Board	04/30/21	Completed
Objective 5.22 Record and transition knowledge of business processes, key contacts, and professional insights by May 2021	ED	05/07/21	Completed
<b>Goal 5.3 Maintain clear and robust working relationship with the City of Lawrence and key community stakeholders.</b>			
Objective 5.31 Update and finalize the Operating Agreement with the City by October 2021.	ED + Board	10/30/21	Will begin this work in October
<b>Goal 5.4 Maintain clear and robust governance structures for the Board of Directors.</b>			
Objective 5.41 Review and update Bylaws by December 2021.	ED + Board	12/31/21	Will begin this work in October

Objective 5.42 Review and update Board Member orientation and onboarding by October 2021.

ED + Board

10/31/21 KA needs to reach back out to Jonathon Morris

**2021**

# EQUITY, DIVERSITY & INCLUSION

**STRATEGY  
ROADMAP**



## LETTER FROM THE PRESIDENT & CEO

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It is with much excitement to share Destinations International's Equity, Diversity and Inclusion (EDI) Strategy roadmap for the travel and tourism industry.

We firmly stand by our belief that the travel and tourism industry should be open to everyone for opportunities and growth and that it is critical for destination organizations to commit to implementing an EDI strategy to drive a vision for change within their communities.

In 2017, with the support of our board of directors, Destinations International made the decision to prioritize this work, elevating EDI as a strategic goal for our organization. From that point forward, and through the support and leadership of EDI committee co-chairs—Kellie Henderson of SearchWide Global, Al Hutchinson of Visit Baltimore and John Percy of Destination Niagara USA—and the entire EDI Committee, the strategic roadmap that follows will help to advocate and recognize that our industry must be a leader in cultivating an environment where everyone is welcome, where there is equitable access for all, and where everyone's voice and perspective can be heard. Here are just a few milestones that have helped build a foundation for our work:

- July 2018: Hosted our first Diversity & Inclusion meeting during our Annual Convention in Anaheim, CA.
- August 2018: Announced a member-wide call for committee participation to form our first Diversity & Inclusion Task Force.
- December 2018: In partnership with Association Forum, hosted a dialogue with key industry leaders from the association and CVB communities to brainstorm potential strategies to cultivate a welcoming environment for meeting and event attendees.

## LETTER FROM THE PRESIDENT & CEO CONTINUED...

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- February 2019: Launched a study to collect a snapshot of racial and workforce diversity examining demographics of board leadership, executive, staff and some general policies.
- March 2019: In collaboration with the Philadelphia CVB/PHL Diversity, convened a Meetings & Conventions Leaders Roundtable designed to guide industry leaders through the process of developing a common language and vision for diversity and inclusion within the Meetings and Convention industries.

Over the course of 2019 and into 2020, our work continued by implementing educational opportunities across signature events including our Annual Convention and discipline-focused summits. Additionally, we have worked to cultivate new industry partnerships with the National Society of Minorities in Hospitality and the National Coalition of Black Meeting Planners. Most recently in November 2020, we released our first EDI Study on Destination Organizations examining overall demographics and perceptions on EDI within our member destination organizations.

In 2021, Destinations International is committed to implement Equity, Diversity and Inclusion strategies and best practices and promise to work with our members and industry leaders to be the catalyst for change. There is much work to be done and we must all come together to advance these sometimes difficult, but important, conversations to drive solutions.

We look forward to working collaboratively across the travel and tourism community to implement this plan and hope you will join us.

Sincerely,



**Don Welsh**  
President and CEO  
Destinations International

# THE BUSINESS CASE FOR EQUITY, DIVERSITY & INCLUSION

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McKinsey & Company researched the financial impact of diversity of companies across industries. Their May 2020 report, [Diversity Wins](#), reviewed 1,000+ companies in 15 countries globally. They found that companies in the top quartile for racial and ethnic diversity are 36% more likely to have financial returns above their respective national industry medians and 25% more likely to have financial returns above their respective national industry medians for gender diversity. In contrast, their report also revealed the negative impact to companies in the bottom quartile for both gender and ethnic and cultural diversity as being 29% less likely to achieve above-average profitability than were all other companies in their data set. “Companies in the top quartile for both gender and ethnic diversity are 12% more likely to outperform all other companies in the data set,” according to the 2020 Diversity Wins report by McKinsey & Company.

In addition, there have been countless published research studies from academia, corporations and other organizations that further support that diverse and inclusive teams tend to be more creative and innovative than homologous teams by bringing different experiences, perspectives and approaches to solving day-to-day business challenges. Diverse teams are also better equipped to target and serve diverse customer markets, such as women, ethnic minorities, and LGBTQ+ communities who currently represent an increasing share of consumer purchase power that is often overlooked or not leveraged by many organizations.

Also, according to the McKinsey & Company Report, the business case for diversity suggests that diversity beyond gender and racial ethnicity, as well diversity of experience, are also likely to bring some level of competitive advantage for organizations that are able to attract and retain diverse talent.

In the strategy roadmap that follows, Destinations International will highlight the opportunities and importance of why initiating Equity, Diversity and Inclusion (EDI) best practices will be critical for the recovery and growth of our industry.

# ESTABLISHING A BENCHMARK

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With any strategy, it is critical to begin with research. To develop and advance strategies to achieve our vision, we needed to gather baseline data from our members to establish a starting point on behalf of the destination marketing and management industry. In 2019, Destinations International launched its first study to benchmark the diversity of our destination member organizations by examining demographics of board and executive leadership, as well as some general policies. In August 2020, we looked to further document and collect baseline data by directly surveying individuals across the Destinations International membership to help establish a snapshot of our workforce by examining overall demographics and perceptions on EDI within their destination organizations. The report outlines baseline results, collected from 718 respondents.

Our findings identified the need and desire for destination organizations to take full advantage of the opportunity to drive growth in diverse leadership representation at the executive and board levels, the need to be deliberate in cultivating a diverse and inclusive talent pipeline and understanding the business case for diversity to drive innovative thought and financial opportunity to help our destination organizations prosper and maintain relevancy.

The Equity, Diversity and Inclusion strategy roadmap that follows, was designed based on the following opportunities suggested in this report:

- **Establish an actionable leadership pledge for the industry** to solidify the commitment to implement EDI best practices to strengthen leadership accountability and advance opportunities for diverse talent into executive, management and board roles.
- **Develop and offer opportunities for deeper learning** on self-awareness training and EDI educational programming.
- **Set industry best practices and standards** to help develop and cultivate diverse candidates for leadership roles within destination organizations by providing access to resources and career-advancing opportunities.
- **Continue to identify, benchmark and track metrics** to annually measure progress and growth within destination organizations to establish industry standards and promote accountability for EDI best practices and initiatives.
- **Develop and launch an Equity, Diversity and Inclusion Toolkit** to support and provide Destinations International members with the resources and guidance to implement EDI strategies within their respective destinations.

Findings of the full report can be found [here](#).

# EQUITY, DIVERSITY & INCLUSION AT DESTINATIONS INTERNATIONAL

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## MISSION STATEMENT

Destinations International recognizes and advocates the importance of cultivating a unified travel and tourism community where everyone is welcome, there is equitable access for all, and where existing power structures can be reshaped so that systemically marginalized voices and perspectives can be consistently heard and valued.

We are committed to transforming destination communities through thought leadership, best practices and tools based on Equity, Diversity and Inclusion principles through an anti-racist lens that empowers our members, so their destinations are true reflections of their communities.

## GOAL

Through meaningful ongoing and long-term collaboration, Destinations International will lead and engage strategic planning and programmatic development initiatives and opportunities to enable structural social change for the benefit of our members' communities.

## STRATEGIC OBJECTIVES

- Develop and implement an **ongoing public facing advocacy and communications strategy** to drive awareness on the role and value of destination organizations and the broader tourism industry targeting diverse audiences.
- **Identify, benchmark and track metrics to measure progress and growth** within destination organizations to establish industry standards and promote accountability for Equity, Diversity and Inclusion best practices and initiatives.
- Develop and implement strategies to **cultivate, foster and leverage critical partnerships** to further Destinations International's EDI strategic roadmap.
- Develop **resources and best practices** for destination organizations to implement EDI principles within their respective destination communities.
- Develop and **implement EDI principles across Destinations International's day-to-day operations** and strategies to lead by example and reflect universal EDI best practices and standards.

# EQUITY, DIVERSITY & INCLUSION PRIORITIES

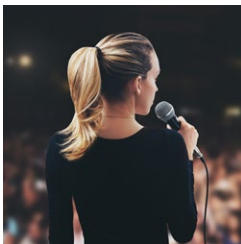
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We firmly stand by our belief that all industries should be open to everyone for opportunities and growth and that it is critical for industry CEOs and executive leaders to commit to Equity, Diversity and Inclusion to drive a vision for change and be accountable for implementing that change. A diverse and inclusive workplace is central to our industry's ability to attract, develop and retain the talent it needs to remain competitive, drive innovation and maintain relevancy. We stand committed to our vision to implement Equity, Diversity and Inclusion strategies and best practices and promise to work with our members and industry leaders to be the catalyst for change. There is much work to be done and we must all come together to advance these dialogues to drive solutions. Our 2021 EDI Strategy Roadmap will be driven by the following priorities:



## **Self-Awareness & Personal Investment**

Industry professionals must acknowledge their role as fundamental changemakers in defining success for Equity, Diversity and Inclusion and commit to doing the work first before asking the same of others. Destinations International will work to facilitate peer-to-peer engagement to have these tough, but critical, conversations to drive leadership commitment, board diversity and executive mentorship.



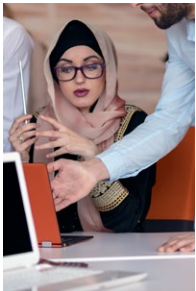
## **Education & Awareness**

We are part of a highly collaborative and engaged community that leverages the benefits of cooperative learning and shared growth. Destinations International is committed to having open, honest conversations by sharing knowledge to build EDI best practices and collecting metrics to measure action and progress.



### **Community Engagement**

Destination organizations must be deeply connected to the communities that make up their destinations and be committed to nurturing broader cultural and institutional change. Destinations International will work to support best practices and thought leadership to help drive equity, diversity and inclusion initiatives in communities to demonstrate how our industry can enrich the lives of those living in our destinations.



### **Workforce Development**

We recognize how critical inclusivity is to foster innovation and bring together a wide variety of voices when promoting tourism and sustaining our economies. Destinations International will work to encourage industry executive leadership and boards to grow an inclusive and equitable workforce that reflects the level of diversity we wish to welcome to our destinations.

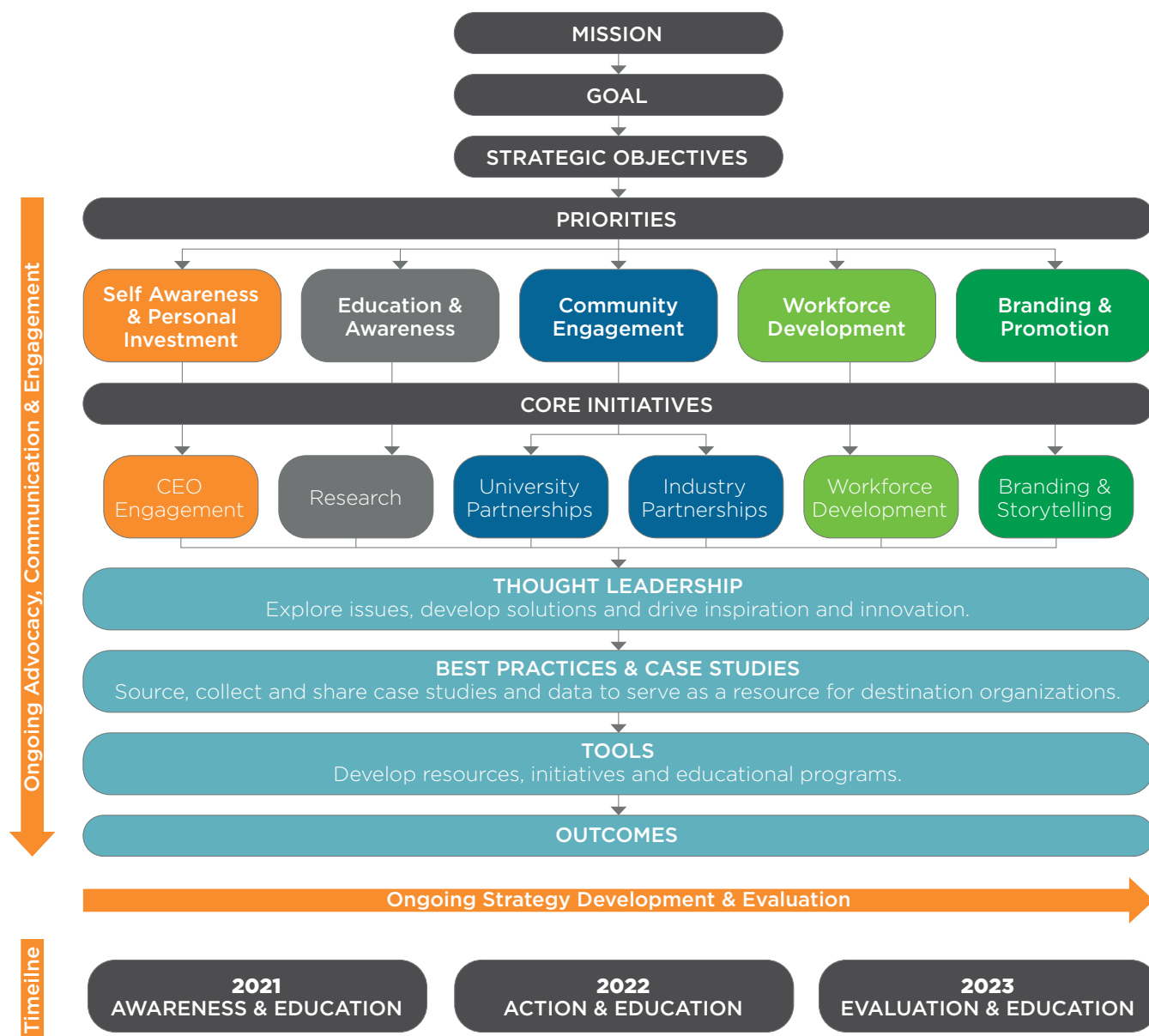


### **Branding & Promotion**

We firmly believe in the transformative power of travel and are dedicated to including those the industry has historically ignored. Destinations International will work to establish industry standards to push towards inclusive and equitable marketing practices that are essential to tourism marketing and destination brand stewardship.

# EQUITY, DIVERSITY & INCLUSION STRATEGY OVERVIEW

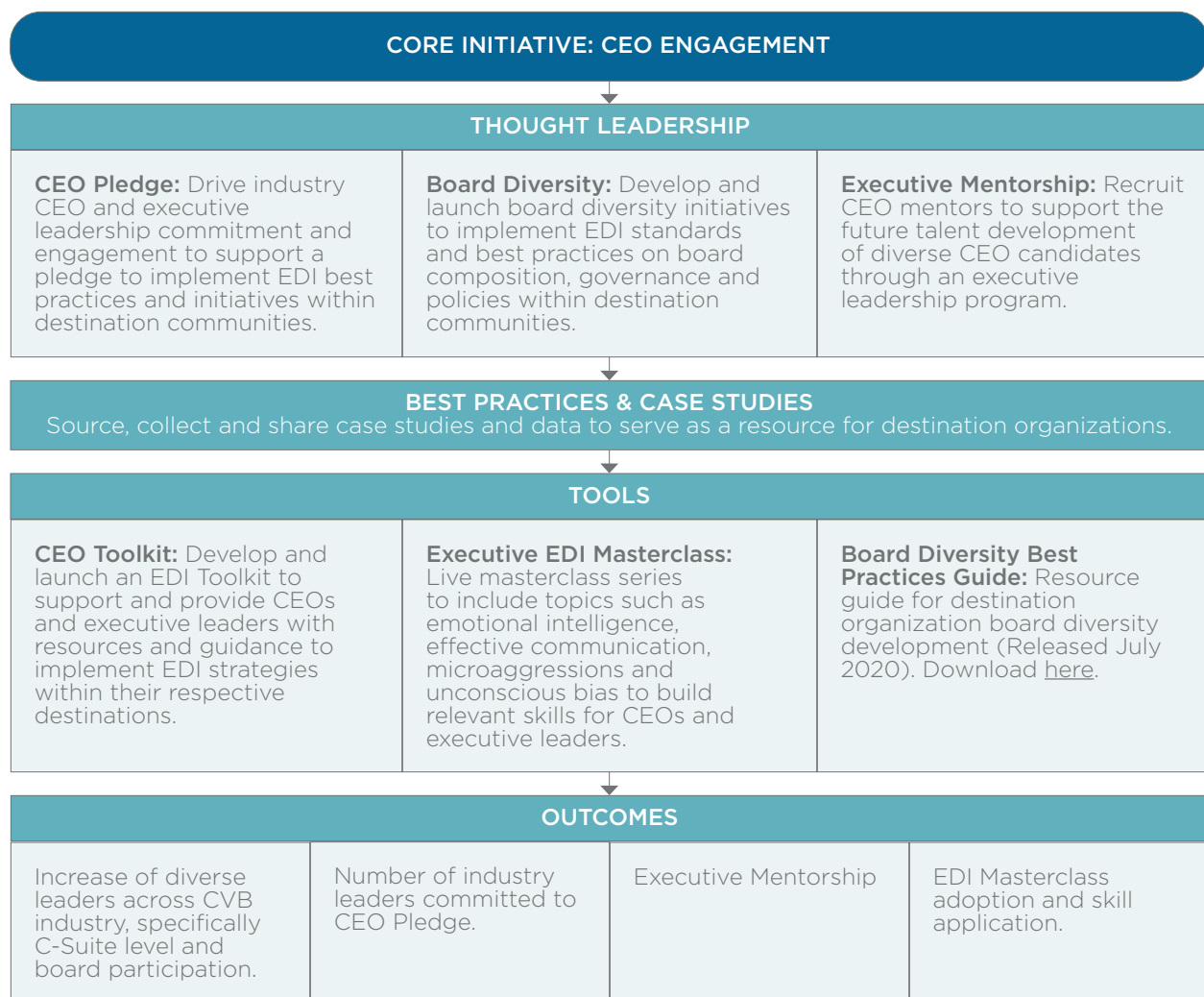
The following organization chart provides a high-level view of our approach to implement an Equity, Diversity and Inclusion strategy roadmap at Destinations International.



## CORE PRIORITY:

# SELF AWARENESS & PERSONAL INVESTMENT

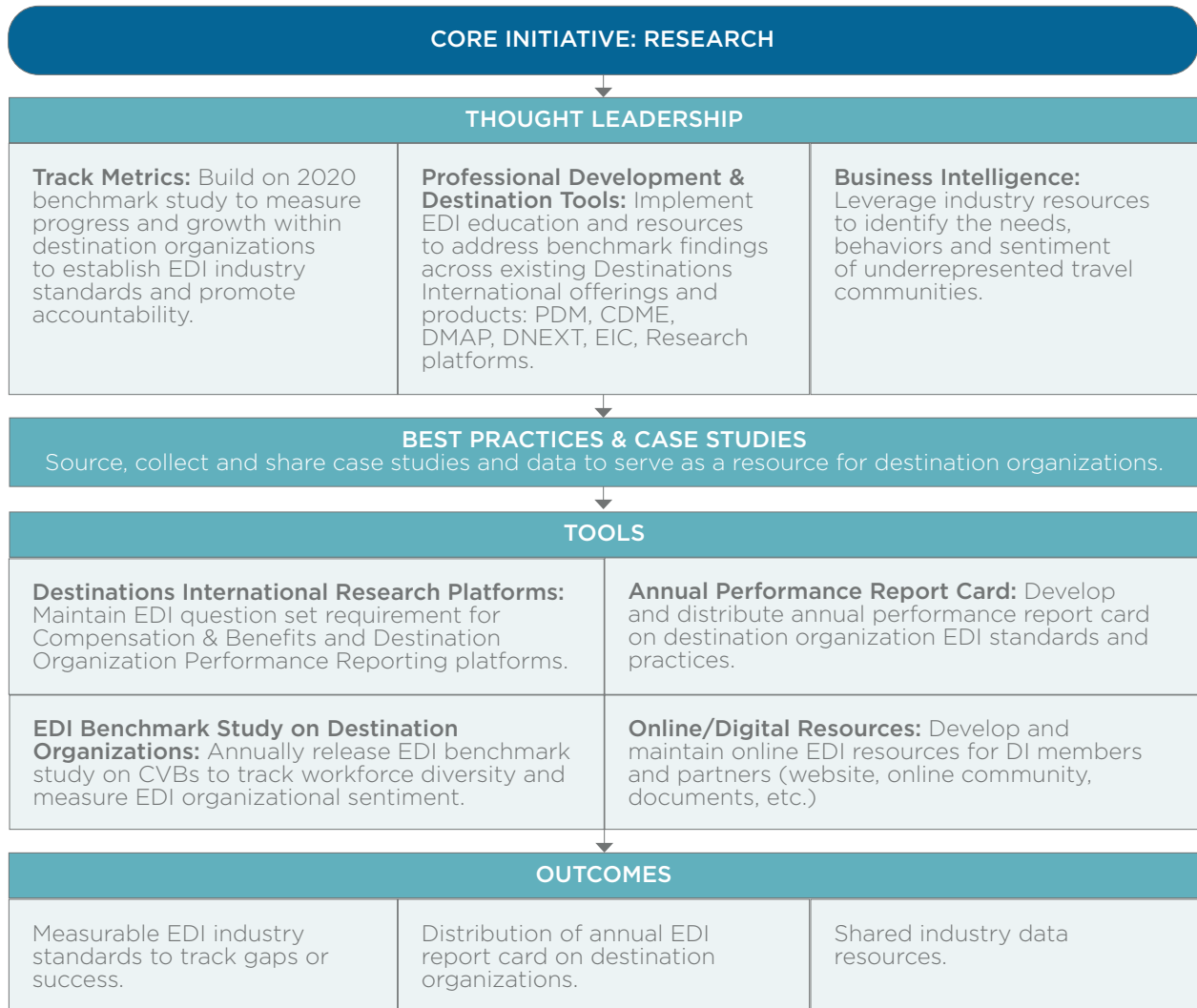
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## CORE PRIORITY:

# COMMUNITY ENGAGEMENT

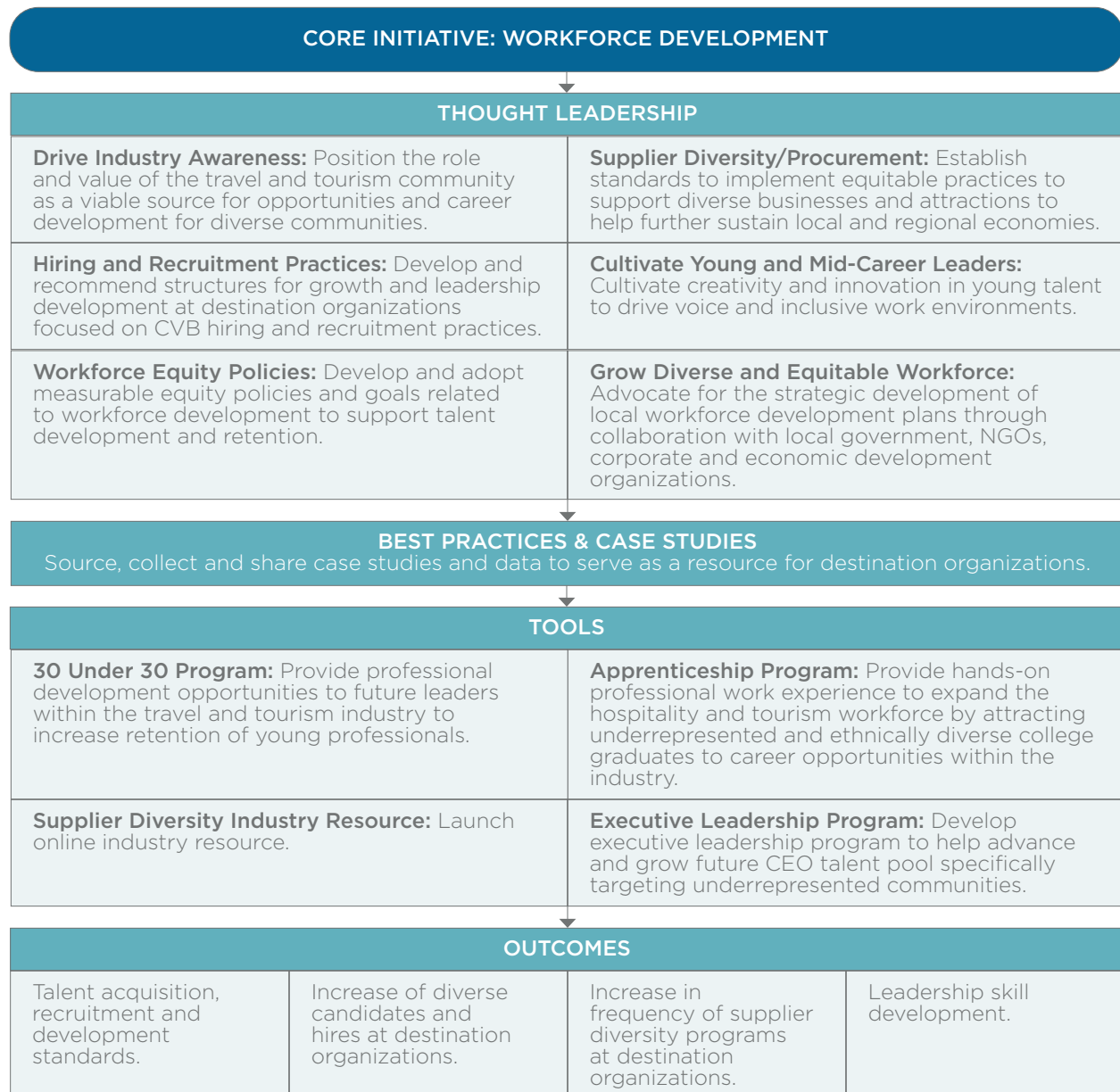
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**2020**

# EQUITY, DIVERSITY & INCLUSION COMMITTEE

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Destinations International's Equity, Diversity & Inclusion Committee supports the strategic planning and programmatic initiatives and opportunities focused on 5 sub-committees: CEO Engagement, Industry Partnerships, University Partnerships, Research and Workforce Development. We would like to thank and acknowledge the below members for their volunteer time and commitment to contribute to the development of our 2021 EDI strategy roadmap.

## **COMMITTEE CHAIRS:**

- Kellie Henderson, SearchWide Global
- Al Hutchinson, Visit Baltimore
- John Percy, Destination Niagara USA

## **COMMITTEE MEMBERS:**

- Karin Aaron (CEO Engagement Co-Chair)
- Cleo Battle, Louisville Tourism (Workforce Development Co-Chair)
- Bennish Brown, Augusta Convention & Visitors Bureau
- Martesha Brown, Rockford Area Convention & Visitors Bureau
- David Burgess, Miles Partnership
- J. Auvis Cole
- Chris Collinson, Connect
- Terence Concannon, Lake Havasu City Convention & Visitors Bureau
- Gregory DeShields, Philadelphia Convention & Visitors Bureau/PHL Diversity (University Partnerships Co-Chair)
- Lorne Edwards, Visit Phoenix
- Christina Erny, Reno-Sparks Convention and Visitors Authority
- Amir Eylon, Longwoods International
- Elliott Ferguson, Destination DC
- Jennifer Foster, STR, Inc.
- Cara Frank, Simpleview (Industry Partnerships Co-Chair)
- Danny Guerrero, MMGY
- Gretchen Hall, CDME, CMP, Little Rock Convention & Visitors Bureau
- Monique Holmes, Tourism Toronto
- Leonard Hoops, Visit Indy
- Charles Jeffers, Visit Baltimore
- James Jessie, Travel Portland (Industry Partnerships Co-Chair)
- Miranda Ji, CMP, Victoria Conference Centre & Business Events Victoria
- Cambria Jones, Visit Southlake (City of Southlake, Texas)
- Dzidra Junior, MGM Resorts International
- Nicole King-Smith, Lee County Visitor Convention Bureau

- Connie Kinnard, Greater Miami Convention & Visitors Bureau (Research Chair)
- David Kliman, The Kliman Group, Inc
- Alex Krosney, Travel Manitoba
- Devin Lewis, Las Vegas Convention and Visitors Authority
- Isaiah Little, Greater Newark Convention & Visitors Bureau
- Monya Mandich, Expedia Group
- Nan Marchand Beauvois, U.S. Travel Association
- Michelle Mason, Association Forum
- Angela Nelson, Experience Grand Rapids (University Partnerships Co-Chair)
- Brenda Newbern, VisitCape-Cape Girardeau Convention & Visitors Bureau
- Wendy Olson Killion, Expedia Group
- Jason Outman, Explore Branson
- Lauran Peoples, CGMP, Richmond Region Tourism
- Marci Ross, Maryland Office of Tourism
- Dasha Runyan, Richmond Region Tourism
- Andrew Said, Tourism Toronto
- Bruno Schwartz, Destination DC
- Milton Segarra, Coastal Mississippi (CEO Engagement Co-Chair)
- Neetu Singhal, Arlington Convention & Visitors Bureau
- Butch Spyridon, Nashville Convention & Visitors Corp.
- Jessica Strasser, Detroit Metro Convention & Visitors Bureau
- Marie Sueing, Nashville Convention & Visitors Corp.
- John Tanzella, IGLTA
- Rickey Thigpen, Visit Jackson (Mississippi)
- Roberta Tisdul, Visit Indy
- Crystal Walker, Dayton Convention and Visitors Bureau
- Najauna White, Discover Durham (Workforce Development Co-Chair)
- Dan Williams, Experience Columbus
- Sabrina Wilson, Miles Partnership



**DESTINATIONS  
INTERNATIONAL**

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[info@destinationsinternational.org](mailto:info@destinationsinternational.org)

# BOARD DIVERSITY FOR DESTINATION ORGANIZATIONS

*“Recognize that diversity brings richness. Diversity brings new ideas. Diversity brings growth. Diversity brings dynamism. Diversity brings energy. And, lack of diversity means sameness, dullness, lack of growth.”*

– Nonprofit Quarterly

## SITUATIONAL ANALYSIS

The majority of Destination Organizations in America operate under the auspices of a nonprofit Board of Directors. Even those Destination Organizations that are divisions of Chambers of Commerce or operate within the confines of government typically engage with an Advisory Board.

Ostensibly, these Boards exist to represent their constituency and help guide the Destination Organization in its efforts to enhance the region's visitor economy and, thus, the quality of life for residents.

In their initial incarnations, these Destination Organization Boards were often comprised of hoteliers. The managers of these properties were the ones responsible for remitting the hotel occupancy tax to local government and, thus, it was initially believed these individuals were best suited to guide the work of the Destination Organization.

Over time, it became apparent that a more diverse set of individuals needed to be at that table. Restaurateurs, retailers, attractions, and cultural and business leaders were recruited to better represent the community the Destination Organization was promoting.

Today, we realize a much broader diversification of the Destination Organization Board is needed; one that takes into consideration a more comprehensive understanding of those we represent through our work to enhance quality of place and life. A recent study out of Indiana University found that only 7.5% of nonprofit

Board rosters were made up of African Americans, when the black population of the United States is nearly twice that.

In a recent study by Searchwide Global, the leading executive search firm in the travel and tourism space, it was found that Destination Organization Boards were typically boomer-male dominated, and 65% of Destination Organization CEOs were dissatisfied with the ethnic diversity on their Boards. This absolutely needs to be addressed as we seat new leadership. Other findings from the Searchwide Global study:

- While LGBTQ representation has improved, it is still rarely addressed at the Board level.
- There are very few Boards that include those that are physically challenged in some way.
- Young professionals need to be better represented as the future leaders of their communities.

So, if the majority of today's Destination Organization CEOs are dissatisfied with their Board composition, why have we not seen substantial progress to address this disparity? Historically, nonprofit governance models restrict the influence of the CEO in the nominating process, and for good reason. A CEO that “calls the shots” on Board nominations can easily drift into a habit of only pulling talent from their own networks. Alternative voices should not be denied access to the Board.

In other cases, state or local statutes dictate the make-up of a Destination Organization Board, often making

it impossible for the organization to place a diverse set of individuals in available seats. And, in situations in which all seats are appointed by investing governments or other organizations, the Destination Organization is completely at the mercy of the appointers.

As the nation increasingly recognizes its lack of diversity and inclusion in opportunities for minority communities, it is clear that change must begin at home. Destination Organizations must more accurately represent the community they serve, both internally (staff) and at the Board level, which may require a change in bylaws or state statutes.

Effective leadership is forged by a number of factors, including life experience. It's vital to have individuals of different backgrounds help guide the organization's future, whether those backgrounds were shaped by race, gender, sexual orientation, physical abilities or industry experience.

While Board members must share the same values and mission of the organization on which they serve, the best Boards are made up of individuals who have experienced different life paths from which they can share their unique perspectives on the challenges and opportunities ahead.

Without diversity, Destination Organization leadership will not be prepared to advocate for the interests of their community when speaking to legislators, community leaders or investors. Without Board diversity, it is unlikely that key diversity initiatives will remain a top priority for Destination Organizations and a consistent pillar in strategic plans. History has shown us that without diversity at the Board level, these conversations will, over time, become less and less important in the boardroom and, thus, be more likely to slip off the radar for the CEO.



However, with a balanced set of diverse voices on the Board, the CEO will have clear accountability and metrics to measure the impact and success of diversity on many levels, especially the areas brought to our attention by Black travel industry leaders in their open letter entitled, A NEW Vision for the TRAVEL Industry:

*"We are...saddened by the deafening SILENCE from many of our peers and colleagues in this industry. To paraphrase civil rights activist Eldridge Cleaver, "If you are not a part of the solution, you are a part of the problem." Clearly, whether we realize it, admit it, or like it, all of our lives have been impacted and our world has changed. This industry must and will also change. HOW will be determined by the actions we take NOW. One thing is for sure, going forward, we can no longer "do business as usual."*

“

**Clearly, whether we realize it, admit it, or like it, all of our lives have been impacted and our world has changed. This industry must and will also change.**

”

*Excerpt from the open letter: A NEW Vision for the TRAVEL Industry written by Black travel industry leaders*

"Although it is not imperative for creating change, history has taught us that it is helpful for those concerned to fully recognize the NEED for changes to be made. So if we can at least begin by accepting that racism has no place in this country or our industry, perhaps a starting point for making things better would be to establish meaningful platforms to have open conversations to LISTEN to those in the industry, as well as the broader traveling public whose experiences are shaped by the policies and decisions made by those of us in positions of leadership."

A 2017 McKinsey & Company analysis of over 1,000 Boards found that those corporations with an ethnically diverse roster had a 33% likelihood of outperforming on profitability than those that did not. While Destination Organizations are not generally focused upon "profitability," the implications are clear. Operating with a more diverse Board sets organizations up for greater success than those who do not.

As Boards progress down this path, they must not be driven by tokenism or fulfilling a quota. Boards must be dedicated to diversifying the voices at the table to engender deeper and more reflective conversation and debate on those topics that matter most to the community.

As intentional as they may be, Destination Organization Boards will never achieve perfect diversity. Just as the pursuit of perfection is a journey and not a destination, so will our efforts be. Understand that absolute diversity would create a Board the size of which would become completely unwieldy and unable to effectively perform. But we can try, year after year, to get it right.

The “end game” is to leave no stone unturned in our effort to identify ways to bring more diversity to the conversation, and then “make it so.”

Our communities deserve no less.



## STEP BY STEP

### 1. The uncomfortable conversation.

Is the Board and Organization willing, ready and able to address diversity, equity and inclusion in a meaningful way? If not, you can stop right here. But you know you shouldn't.

### 2. Perform an honest assessment of whether the Destination Organization Board represents the community it serves.

The Board must go beyond representing the hospitality community to ensuring diversity in race, ethnicity, age, gender, mobility, sexual orientation, etc. Ask what the Organization means when it says it supports diversity. Evaluate the culture of the Organization and the institutionalized rationales for how the present Board was selected and seated. Identify where Board diversity is weak and where success has been achieved.

### 3. Develop a public-facing statement regarding the Organization's unwavering support of diversity, equity and inclusion both internally and community-wide.

If you don't know where to start, there are scores of excellent examples from corporate America. Add it to your website, your Annual Report and have the Statement ready when clients or the media asks for the Organization's position.

### 4. Establish a standing committee dedicated to ensuring diversity, equity and inclusion both internally and community-wide.

Build the committee with a diverse cross section of the community that is well-connected within their unique networks. A large part of the reason diversity has not been realized on Destination Organization Boards is that nominating committees are often made up of existing Board members who call upon their peer network to fill open Board seats, inadvertently making it a closed club.

### 5. Establish goals for diversity at all levels of the organization (board, committees & staff).

Boards are more inclined to achieve goals than vague initiatives.

### 6. Create a Board Nominating Committee that includes community leaders that did not hold Board seats.

Include leadership from under-represented segments of the community to ensure that a more diverse set of candidates can be identified and considered. The CEO should be an integral member of this committee, as they likely have connections within networks the Board may not, and it is their job to identify the needs of the organization for the committee and Board's consideration.

### 7. Create a Board Development Matrix to guide the nomination process.

A matrix ensures that personal bias or friendships don't cloud decision making. Assign points for each important aspect each candidate brings to the table:

- Diversity (as outlined above)
- Influence within their network
- Influence in the community

### 8. Reach out to influential leaders within each target community for recommendations for future Board members.

We cannot rely on the Board's existing networks to achieve diversity. Develop new pipelines to engage underserved communities to attract future talent.

### 9. Upon seating the new operating year's Board, develop an intentional onboarding process prior to the first meeting of the year.

To ensure total Board engagement, an onboarding event should be scheduled prior to the first Board meeting of the year to ensure that all Board members are ready to meet the job at hand with a full understanding of the opportunities and challenges ahead. All Board members should attend; veterans should be there to both welcome new

members and benefit from a refresher course on the issues before the Destination Organization and Destination. This is also the meeting in which the ground rules are clearly established that assimilation of new Board members will not be tolerated. The best Boards want members that question the status quo and make it clear that dissent is valued as critical to future success.

#### 10. **Develop a pipeline of future candidates to operationalize the process.**

Be purposeful in creating committees and task forces that are as diverse in representation as possible to ensure that your initial efforts in diversity, equity and inclusion are not “one and done.” If yours is a college town that offers an MBA program, consider a Board Fellows Program to add non-voting student Board members who are encouraged to participate in discussions and share their unique knowledge and perspective. These students could also be called upon to materially participate in Board projects and initiatives.

## INITIAL OPPORTUNITIES FOR THE NEXT BOARD TO CONSIDER

### 1. **Develop organizational procurement policies that ensure a percentage of purchases and professional services are from Black and/or minority-owned businesses.**

PHL Diversity has found that many minority business owners, while successful in their own neighborhoods, are not aware of the opportunities available to bid on contracts for the Destination Organization, event clients and other typically non-minority business opportunities. Destination Organizations need to be intentional in making these opportunities known and available in these communities.

### 2. **Establish a standing committee of diverse representatives to review all marketing and sales materials, images and campaigns to ensure messaging is accurate and speaks to diverse and targeted audiences.**

As much as Destination Organizations say they portray a diverse image of their communities, the reality is that many don't. A standing committee to review and suggest imagery, video and messaging should be viewed as a blessing to Marketing Departments that are desperate to “get it right.”

### 3. **The Board is to direct the CEO to ensure that the Destination Sales Team dedicates itself to assisting convention and event clients in diversifying their**

### **program and local procurement from diverse speakers and vendors.**

Our clients are just as interested in doing the right thing when it comes to diversity, but they are even more unaware of how to do it in a town in which they do not live. The Destination Organization can be the destination consultant who suggests adding a keynoter from the community that can both welcome and inspire and may come from a diverse background. Or, for that after-hours event, connect the planner to non-traditional caterers or event planners to broaden business opportunities for companies that have not typically been engaged with the Destination Organization.



## TIMELINE

All Destination Organizations operate under their unique calendars. Some work within operating years that are on a calendar basis (January through December), some are fiscal (July through June) and others follow other formats.

### WHAT TO DO RIGHT NOW

At your next Board meeting, begin asking the hard questions in our step-by-step process to achieve Board diversity. If the answers to Step 1 is “yes” and the answer to 4 is “no,” entertain a motion to change the bylaws, if necessary, to immediately add ex-officio seats to the Board to achieve an initial level of diversity. This will signal to under-represented communities that the Destination Organization is serious about inclusion and equity and will, at the same time, add diverse voices to the larger conversation of achieving long-range and sustainable diversity.

If your Destination Organization does not control a majority of the seats on the Board, schedule conversations with the entities that do and impress upon them the urgent need to reimagine how the Board is seated, focusing on this moment in time as an opportunity to achieve meaningful changes in how business is conducted in the community.

## FIRST QUARTER

The Board Chair and CEO will name members of the Nominating Committee (preferably referred to as the Board Development Committee) that bring diverse voices to the table. The suggested roster would include the immediate past Board Chair as the Committee Chair and one member each from target talent pools. A suggested model would include one representative from each of the following: hotels, hospitality, corporate, and the arts and culture community.

The Board Development Committee should identify the organization's upcoming needs. Ask questions like:

- Who is stepping off the Board?
- What industries or constituencies do they represent?
- What skills do we need to replace or add to the mix?
- How can we increase the diversity of the Board?
- What areas do we need to augment, given the Board's stated goals over the next two years?

## SECOND QUARTER

During the second quarter, the Committee moves from needs assessment to candidate identification. Each Committee member should arrive at the next meeting with a first- and second-choice candidate for each of the "needs" identified during the first quarter.

The goal for the Committee should be to develop a list of potential candidates that is at least double the number of available seats to be filled. In this way, the Committee will have flexibility should a candidate decline the invitation or emerge to be not as qualified as originally presumed.

## THIRD QUARTER

This is the step that few Board Development Committees undertake, but can be exceptionally valuable. We recommend that the third quarter be reserved for one-on-one interviews with Board candidates. Questions about the Board and the Destination Organization can be answered in a conversational environment. There's no pressure. This is a "look-see" opportunity for both parties.

But, up front, this first meeting should lay out the bare minimums for Board Member involvement:

- Attendance at all Board meetings
- Active participation in assigned Board Committees or Task Forces
- A willingness to advocate for the organization and the destination
- An adherence to a Board Ethics Policy

## FOURTH QUARTER

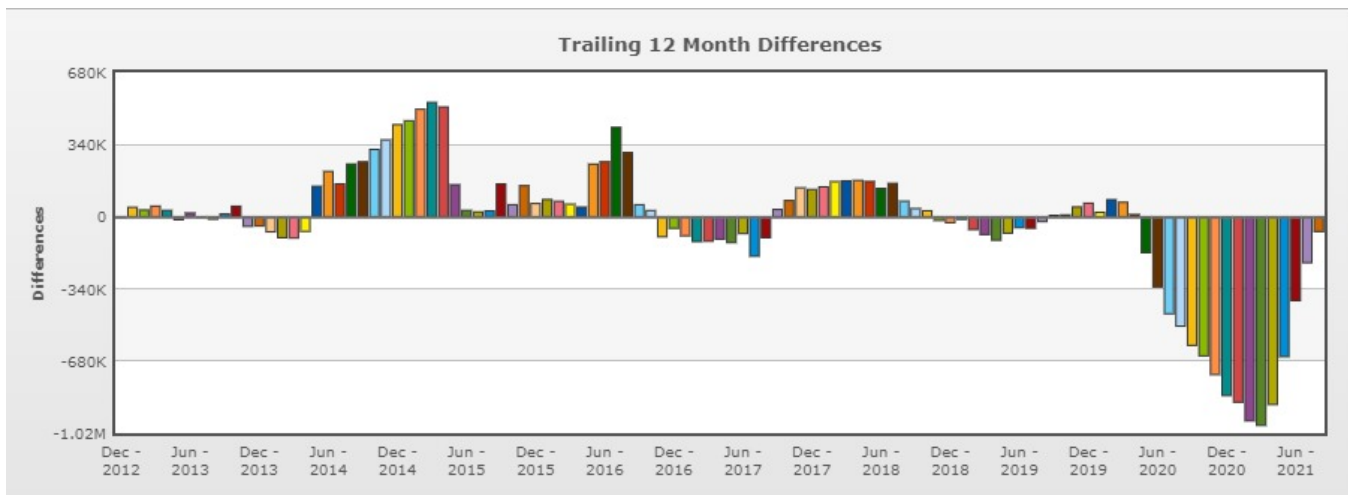
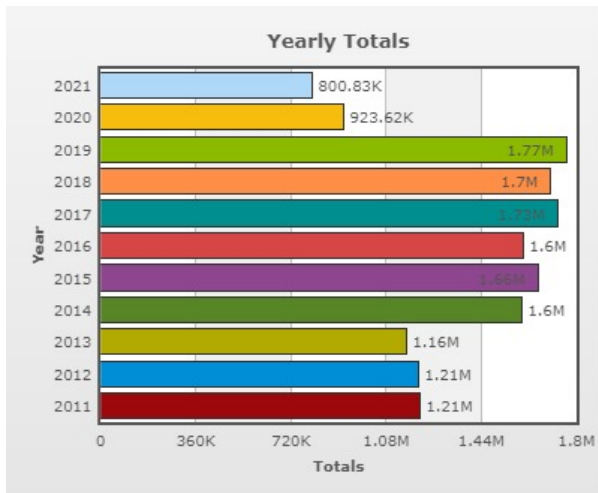
The Board Development Committee makes its decision, voting on the candidates who best match the Board needs that were identified in the first quarter. And the candidates who emerge from that vote are forwarded to the full Board as the Board Development Committee's recommended slate of new directors.

The final slate represents the best, the brightest and the most capable individuals for the growth of the destination and the organization at that point in time. And the Board can be sure that it's getting the best because of the thoughtful process used by the Board Development Committee, instead of the harried proceedings that characterize most selection processes and typically limits new Board members to the "usual suspects."



Month	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2020/2021 % change
January	87,527	57,788	75,379	65,431	73,828	101,382	93,738	98,184	118,323	95,446	41,690	-56.32%
February	47,623	64,806	69,236	46,262	77,086	99,205	94,007	113,533	84,797	115,542	58,116	-49.70%
March	112,977	87,533	80,486	71,663	95,280	105,298	116,791	132,019	123,763	103,118	61,061	-40.79%
<b>Qtr 1</b>	<b>248,127</b>	<b>210,127</b>	<b>225,101</b>	<b>183,356</b>	<b>246,194</b>	<b>305,885</b>	<b>304,536</b>	<b>343,736</b>	<b>326,883</b>	<b>314,106</b>	<b>160,867</b>	<b>-48.79%</b>
April	46,555	70,550	74,396	109,986	124,152	124,594	134,997	147,412	133,185	61,358	87,896	43.25%
May	133,950	150,761	123,298	308,157	126,642	147,762	152,491	152,041	184,797	37,870	116,471	207.55%
June	120,887	107,760	126,460	215,298	183,250	161,930	183,216	171,487	185,634	38,022	154,237	305.65%
<b>Qtr 2</b>	<b>301,392</b>	<b>329,071</b>	<b>324,154</b>	<b>633,441</b>	<b>434,044</b>	<b>434,286</b>	<b>470,704</b>	<b>470,940</b>	<b>503,616</b>	<b>137,250</b>	<b>358,604</b>	<b>161.28%</b>
July	120,016	145,312	151,194	97,830	37,085	138,574	133,188	152,087	168,245	58,308	127,254	118.24%
August	115,717	98,698	71,944	139,165	211,166	164,378	204,992	161,411	149,099	78,147	154,104	97.20%
September	103,598	81,238	83,284	95,602	235,022	128,957	155,957	148,506	170,578	102,374	0	
<b>Qtr 3</b>	<b>339,331</b>	<b>325,248</b>	<b>306,422</b>	<b>332,597</b>	<b>483,273</b>	<b>431,909</b>	<b>494,137</b>	<b>462,004</b>	<b>487,922</b>	<b>238,829</b>	<b>281,358</b>	<b>106.19%</b>
October	112,257	101,090	126,849	211,198	197,756	156,868	157,890	148,412	140,822	83,871	0	
November	84,843	134,366	88,763	88,345	177,325	142,512	167,915	147,600	164,907	93,603	0	
December	123,338	106,266	90,707	146,836	119,115	131,421	136,028	130,316	142,582	55,963	0	
<b>Qtr 4</b>	<b>320,438</b>	<b>341,722</b>	<b>306,319</b>	<b>446,379</b>	<b>494,196</b>	<b>430,801</b>	<b>461,833</b>	<b>426,328</b>	<b>448,311</b>	<b>233,437</b>	<b>0</b>	
<b>Year Totals:</b>	<b>1,209,288</b>	<b>1,206,168</b>	<b>1,161,996</b>	<b>1,595,773</b>	<b>1,657,707</b>	<b>1,602,881</b>	<b>1,731,210</b>	<b>1,703,008</b>	<b>1,766,732</b>	<b>923,622</b>	<b>800,829</b>	<b>36.24%</b>

\*\* Transient Guest Tax increased from 5 to 6% in January of 2010





# August 2021 Lodging Report

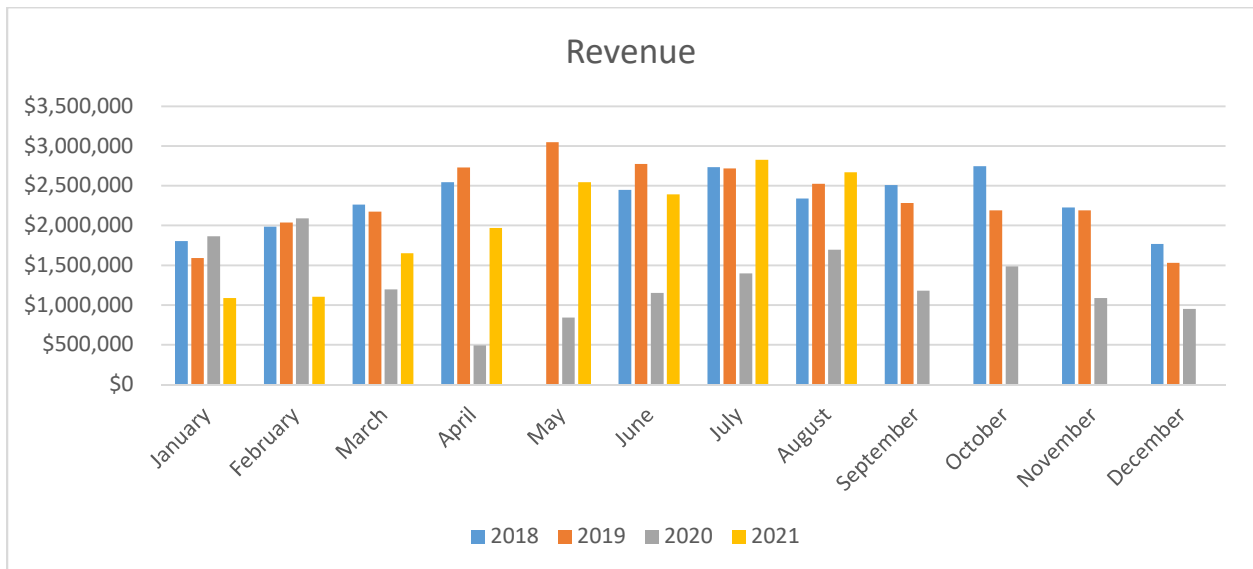
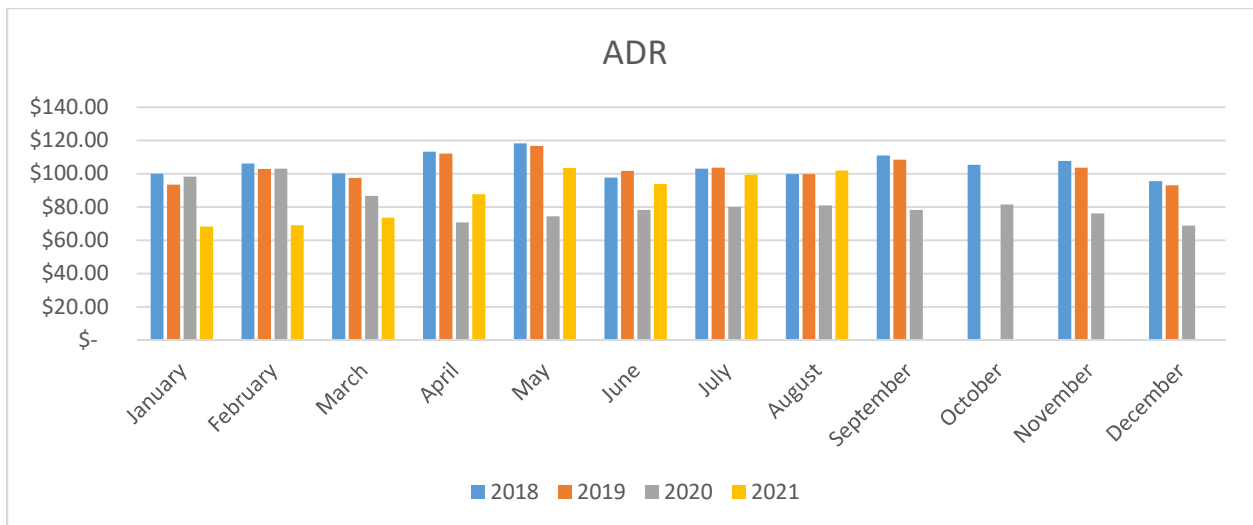
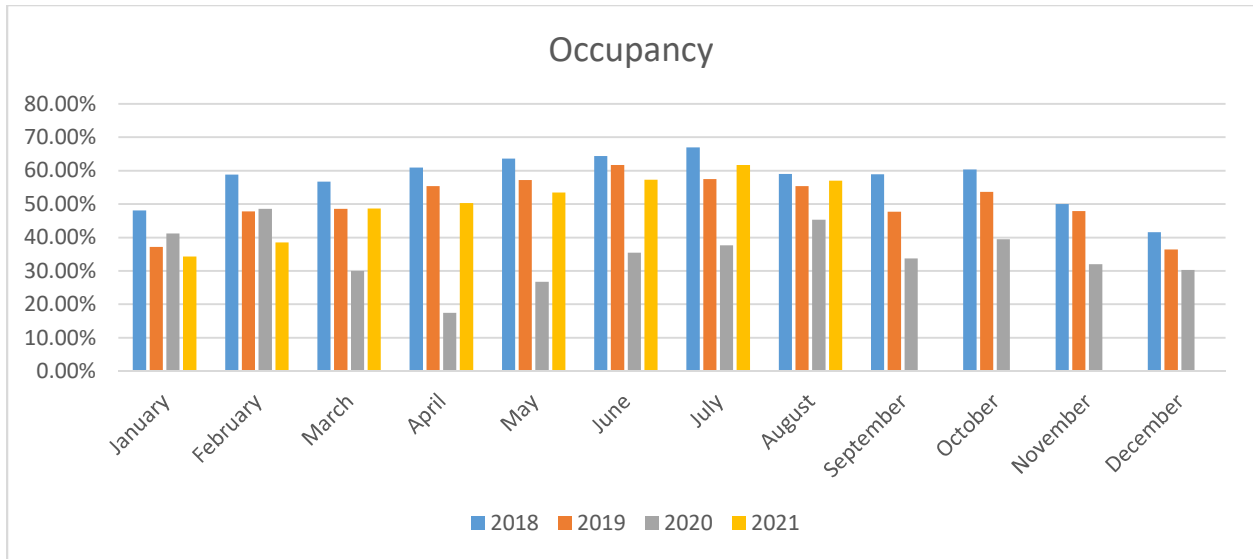
eXplore Lawrence has contracted with STR, Inc., a leading lodging industry research company, to provide monthly and annual lodging data for Lawrence, Kansas. The following report provides an analysis of the city.

There are six major areas of analysis contained in this report:

- 1) Occupancy Percent: Reflects the percentage of rooms occupied
- 2) Average Daily Rate (ADR): Reflects the average rate paid for rooms sold
- 3) RevPAR: Reflects the revenue per available room
- 4) Room Supply: Reflects the number of rooms available
- 5) Room Demand: Reflects the number of rooms sold
- 6) Room Revenue: Reflects the amount of revenue collected



Year over Year comparison. For internal use only.





## **Board Terms Expiring**

Fally Afani  
5/4/21 – 12/31/21  
**Cultural Industry**

Ivan Simac  
2/11/20 – 12/31/21 First Term  
**Hotel**

Mike Logan  
10/16/18 – 12/31/21 Second Term  
**Service/Event Mgmt Industry**