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**Destination Stewardship Council (DSC) Meeting #34**
Thursday, January 22, 2026
10:00 am - 12:00 pm
Center for the Arts Conference Room - 240. S. Glenwood St.
and [zoom](#) if necessary

# <u>MINUTES</u>

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## <u>ACTION ITEMS:</u>

- **JHTTB contractors** to work with **DSC members** to adjust future survey question verbiage on responsible visitation messaging.
- **DSC members** to provide input on the DRAFT Indicator Report when available.

1. <u>Introduction to indicator report discussion</u>
   a. Per SDMP 7.2, the objective of the indicator report is to "transparently report on tourism impacts and build confidence that those impacts are being actively addressed." Strategic initiative 7.2.1 is to "interpret data and analyze trends to communicate the complex story of tourism to the general public in a simple way."
      i. Destination Stewardship Council (DSC) members discussed common visitor management topics to explore how public perception intersects with data resources to form a component of the complex story of tourism. Topics included airplane noise in GTNP, traffic congestion, snow levels, employment numbers, and lodging tax spending.
      ii. DSC members discussed how a nuanced analysis is recommended to elaborate on individual data points without causing confusion or creating misleading information.
   b. The University of Wyoming's WORTH Institute worked with the DSC Data/Indicator Working Group to refine indicators displayed on the Tourism Dashboard. UW is working with Darren Rudloff, Founder/Owner of Rudloff Solutions; and Berkeley Young, President/Owner of Young Strategies, to create the first annual Indicator Report. Mr. Rudloff has 30+ years of destination marketing & management experience including serving as the Executive Director of Visit Cheyenne and serving as Chairman of the Wyoming Office of Tourism (WOT) Board. Mr. Young has 30+ years of travel/tourism marketing and management experience including providing market research, strategic planning, and operational assistance to WY lodging tax boards across the state. Alongside UW, Mr. Rudloff and Mr. Young provide an objective expert evaluation of Teton County's complex tourism picture.

2. <u>UW's data/indicator assessment and report</u> (*reference: [SDMP 7.1, 7.2](#) - pg. 51*)
   a. The UW team presented a DRAFT report overview based on the three [Tourism Dashboard](#) segments: economic, environmental, and social indicators. The report is

intended to evaluate SDMP implementation progress, explore the destination's complex tourism story, and monitor Teton County's progress on environmental/economic/social sustainability through the lens of the tourism industry.

    i. Economic indicators include recreational park visits, enplanements, sales tax, lodging tax, jobs supported by tourism, percentage of workforce living in Teton County, workforce housing stock, and overnight visitation data by season.

    ii. Environmental indicators include START bus ridership, number of public alternate fuel stations, landfill waste diversion, gas use reduced by alternate fuels and mass transit, and number of commuters.

    iii. Social indicators include resident sentiment, visitor satisfaction, perceptions on sustainability, businesses' participation in sustainability programs, and self-reported visitor behavior change.

b. The UW team noted that overall Teton County has shown significant progress in implementing collaborative tourism management initiatives to maximize community benefit while reducing negative impacts.

c. DSC members identified perceived gaps in reported data. Suggestions included the overall health of the ecosystem, historic land and habitat conservation, the role of philanthropy in supporting initiatives particularly related to workforce, and measuring affordability.

    i. DSC members recommended providing contextual data in several categories to compare Teton County to peer destinations and portray external factors (e.g. the COVID pandemic, regional snow totals, etc.).

d. DSC members suggested edits to indicator graphics to enhance clarity and understanding of the data. DSC members recommended extending the data sets (where available) back to at least 2019 to show trends before/during/after the COVID pandemic disruptions.

    i. DSC members noted that the JHTTB adopted the SDMP in January 2023 and began implementation in February 2023. However, the JHTTB envisioned the management plan in 2019 to address tourism management challenges (prior to the COVID pandemic) and began plan research/development in 2021.

    ii. **ACTION ITEM:** To enhance clarity, JHTTB contractors are to work with DSC members to adjust future visitor survey question verbiage regarding responsible visitation messaging.

e. The UW team noted that our destination is making substantial implementation progress in most SDMP sections. SDMP goals in which the JHTTB is the leading organization, including Goal #1 (Education and Communications), Goal #7 (Monitoring and Reporting), and Goal #8 (Governance) have seen robust progress. Other SDMP sections including workforce, housing, and transportation remain complex challenges in Teton County as well as many other peer destinations.

f. The UW team noted that communication/engagement with stakeholders and the public is an ongoing critical need for the indicator report and overarching destination management challenges. The first indicator report is intended as a starting point for community discussion. Future reports will incorporate public and stakeholder feedback to enhance their usefulness.

g. The UW team noted the current opportunity to establish a DMMO (Destination Management/Marketing Organization) model in alignment with SDMP implementation and destination goals/needs.
h. Next steps: The UW team will incorporate DSC feedback into the initial DRAFT report. The team will provide the DSC with a DRAFT report for further feedback this spring.
   i. **ACTION ITEM:** DSC members to provide input on DRAFT Indicator Report when available.

3. DSC communications and outreach
   a. Public Engagement – SDMP Implementation
      i. Community Energy Code Engagement Meeting regarding incentives for developers to build above the minimum code.
         1. **January 21, 2026** from 9:30 - 10:30 am at the library.
      ii. Hospitality and Tourism Fair to connect employers statewide with UW students.
         1. **February 12, 2026**, from 10:00 am - 2:00 pm at UW.
            a. Employers: [register here](#).

4. Logistics
   a. Next meetings:
      i. February 26, 2026 at **TBD location**
      ii. March 19, 2026 at **TBD location**

**Invited:**
- DSC Members:
  - Chip Jenkins, GTNP Superintendent
    - Emily Davis, GTNP Public Information Officer (sub)
  - Bekee Hotze, BTNF Deputy Forest Supervisor
    - Mary Cernicek, BTNF Public Affairs Officer/Planning Staff Officer (sub)
  - Wes Gardner, Teton County Commissioner
  - Arne Jorgensen, Jackson Town Mayor
  - Rick Howe, JH Chamber of Commerce President/CEO
  - Kari Cooper, JH AIR Executive Director
  - Annie Riddell, Community Foundation of JH Director of Grants and Nonprofit Outreach
  - Ned Wonson, JHMR Marketing Director
  - Mary Bess, JHTTB DSC Representative
  - Jeremy Barnum, Jackson Hole Airport Chief Communications Officer
  - Julien Hass, Community at Large
  - Ryan Stolp, Community at Large
  - Jay Pence, Caribou-Targhee National Forest Teton Basin District Ranger
  - Piper Singer, Wyoming Office of Tourism Communications Senior Manager (ex-officio)
    - Michell Howard, Wyoming Office of Tourism Senior Director of Brand Strategy
  - Johanna Holbrook, JHTTB Sustainability Committee Chair (guest)

- JHTTB Contractors:
    - Crista Valentino, JHTTB Executive Director
    - John Bowers, JHTTB Marketing Director
    - Lindsey Ehinger, JHTTB Destination Management Coordinator
    - Britney Magleby, JHTTB Communications Manager

**Attended:**
- DSC Members:
    - Emily Davis, GTNP Public Information Officer (sub)
    - Mary Cernicek, BTNF Public Affairs Officer/Planning Staff Officer (sub)
    - Wes Gardner, Teton County Commissioner
    - Arne Jorgensen, Jackson Town Mayor
    - Rick Howe, JH Chamber of Commerce President/CEO (first ¾)
    - Kari Cooper, JH AIR Executive Director (online)
    - Annie Riddell, Community Foundation of JH Director of Grants and Nonprofit Outreach
    - Ned Wonson, JHMR Marketing Director (online)
    - Mary Bess, JHTTB DSC Representative (online)
    - Jeremy Barnum, Jackson Hole Airport Chief Communications Officer
    - Julien Hass, Community at Large
    - Ryan Stolp, Community at Large
    - Jay Pence, Caribou-Targhee National Forest Teton Basin District Ranger
    - Michell Howard, Wyoming Office of Tourism Senior Director of Brand Strategy (ex-officio) (second half)
- JHTTB Contractors:
    - Crista Valentino, JHTTB Executive Director
    - John Bowers, JHTTB Marketing Director
    - Lindsey Ehinger, JHTTB Destination Management Coordinator
    - Britney Magleby, JHTTB Communications Manager
- Guests:
    - Berkeley Young, Young Strategies President/Owner
    - Darren Rudloff, Rudloff Solutions Founder/Owner
    - Dr. Dan McCoy, UW WORTH Institute Director (online, second half)
    - Bianca Mary Walder, UW WORTH Graduate Student (online)
    - Christina White, Yellowstone Forever Director of Strategic Engagement (first half)

**Not Present:**
- DSC Members:
    - Julien Hass, Community at Large (provided comments prior to meeting)