



# VisitPittsburgh Marketing Pittsburgh to the World 2010 Report to the Region

Fifth Avenue Place | 120 Fifth Avenue, Suite 2800 | Pittsburgh, PA 15222 | (412) 281-0482 | (412) 281-7711 | [www.visitpittsburgh.com](http://www.visitpittsburgh.com)



VisitPittsburgh is dedicated to generating convention, trade show and leisure travel business for the Pittsburgh region. Our mission remains intact today as the official tourism promotion agency for Allegheny County and as an independent, nonprofit organization serving its business membership.



# A Letter from the Chairman

Doris Carson Williams



Now in my second year as Chairman, I am proud to be involved with VisitPittsburgh. The organization's commitment to fulfilling its mission to "bring leisure tourists and conventions to the Pittsburgh region" is unfailing. This enormous dedication continues through challenging economic times and does not impede the organization's ability to move forward.

A strategic approach to marketing and advertising in both the Convention Sales and Tourism and Cultural Heritage departments led to very positive returns. Unique tradeshow promotions are now the hallmark of the Convention Sales Department. And, the Tourism and Cultural Heritage Department developed a pilot marketing program with Positively Cleveland that attracted scores of visitors to their respective cities.

The Marketing & Communications Department pushed the envelope in every possible manner – extending its aggressive tactics and leveraging the exposure of the 2009 G20 Pittsburgh Summit. Journalists from all over the world are visiting and telling the Pittsburgh region's story – a value that translates into 1,800 stories and more than \$12 million dollars in advertising equivalency.

The value the tourism industry has on our region is impactful and continues to expand. Statewide tourism represents over 433,000 jobs, \$31 billion in revenue and \$3.4 billion in state and local tax revenue – and is evidence of the industry's crucial importance to the region's growth and prosperity. We are proud of the fact that Smith Travel Research reports that Pittsburgh continues to excel when measured against our competitive set – ranking first in 2010 for overall year-to-date occupancy and second in Average Daily Rate.

VisitPittsburgh is a critical contributor to this prosperity. And, despite the budgetary roadblocks, the organization will remain steadfast in its commitment. VisitPittsburgh has proven repeatedly that "Tourism Pays."

*Doris Carson Williams*

# A Letter from the President & CEO

Joseph R. McGrath

2010 – A year rich with opportunities and surprises. It was a year in which The Economist Intelligence Unit again named Pittsburgh “America’s Most Livable City” and the 29th most livable in the world – proving that the Pittsburgh region is a great place to live, work and play!

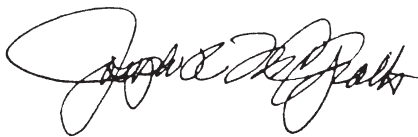
It was a year when VisitPittsburgh again stepped up to the plate as a community leader – and paved the way for a comprehensive approach to the activities surrounding First Night and the NHL Winter Classic. It is VisitPittsburgh’s continuing collaborations with the hospitality industry, the corporate community, government leaders, non-profit organizations and our numerous attractions that work to strengthen the region.

Exciting new amenities enhanced Pittsburgh’s profile – adding to the region’s already impressive offerings. CONSOL Energy Center, the first Gold LEED-certified NHL Hockey Arena in the country opened. We welcomed the debut of the stunning and contemporary Fairmont Hotel, the first Gold LEED-certified hotel in the Fairmont chain, as well as Stage AE, a new multi-faceted entertainment venue that expands the cultural offerings on the North Shore.

VisitPittsburgh moved to our new location in Fifth Avenue Place and opened our new WELCOME Pittsburgh Information Center and Gift Shop, which is already outperforming its predecessor. And, it was a year when each department rose to meet the challenges of a drastically reduced budget.

We are proud, too, of our commitment to a healthy workplace and lifestyle that resulted in 76 percent of staff participating in a Wellness Program. Add to this the fact that VisitPittsburgh received the 2010 Psychologically Healthy Workplace Award from the Pennsylvania Psychological Association which led to a national award from the American Psychological Association – and it becomes apparent that the mix of talent, creativity and organizational fiscal concern and community cooperation is the formula for continued success.

We look forward to using that formula to bring new and successful strategies into play in the future, and to continuing our mission to “market Pittsburgh to the world.”







## Convention Sales

- Booked 253,991 room nights, reaching 101 percent of goal
- Booked 472 meetings and conventions, up from 434 in 2009
- Direct spending estimates for these events valued at \$286 million, up from \$249 million in 2009
- Booked 205 usage days for future DLLCC bookings, up from 191 in 2009
- Bring It Home campaign – which encourages local leaders of national organizations to bring meetings to the Greater Pittsburgh areas – brought in 263 bookings for future years
- Bring It Home bookings account for 134,000 room nights and 257,240 attendees, and represent \$178 million in direct spending
- Events hosted in 2010 generated an estimated \$18.7 million in combined tax revenue to city, county and state
- Hosted three familiarization (FAM) tours and conducted 151 site visits, showing the city off to 254 meeting and event planners

## Pittsburgh Hotel Room Bookings\*

- 15 percent growth in hotel rooms sold in Pittsburgh region since 2006
- Pittsburgh ranked 1st in competitive set in overall occupancy in 2010
- Pittsburgh ranked 2nd in competitive set for average daily rate in 2010
- Based on growth in rooms sold over the previous year, Pittsburgh ranked as the top 13th destination in the United States

\*Source: Smith Travel Research

## Convention Services

- Provided “Silver Platter Service” to 193 meeting planners
- Managed hotel reservations for four city-wide conventions, processing 17,722 room night reservations which generated nearly \$2.5 million in room revenue for partner hotels
- Provided 650 hours of on-site registration assistance
- Provided complimentary restaurant information booth/hotel information table for 22 groups
- Created customized maps for 14 events
- Convened 18 pre-convention meetings between meeting planners and appropriate stakeholders



## Leisure Tourism Marketing Initiatives & Results

- VisitPittsburgh and Positively Cleveland teamed together on a unified marketing campaign to attract visitors from each other's cities:
  - Marketing channels included billboard, direct mail, magazine, web, TV, radio and onsite promotions
  - Pittsburgh realized a 51 percent increase in visitation from the Cleveland area
  - 30 percent of sales on visitpittsburgh.com came from Cleveland
- "Kidsburgh" – Summer campaign incorporating Mister Rogers branding to promote 11 family attractions alongside GetGo free fuel promotion
- "Pittsburgh Is Art" – Fall campaign incorporating Greater Pittsburgh Arts Council branding to promote seven regional arts exhibitions and attractions
- Overall, attraction tickets sold on visitpittsburgh.com increased 45 percent
- VisitPittsburgh-supported events increased by 76 percent – over 100 events promoted, among the 2010 highlights:
  - 100th anniversary of the Associated Artists of Pittsburgh
  - 50th Anniversary of Light Up Night Weekend
  - First Night in conjunction with NHL Winter Classic
  - Vatican Splendors exhibition at the Heinz History Center
  - WELCOME Pittsburgh Information Center and Shop onsite promotions increased by 80 percent
- Engaged Burton Morris to provide creative for 2011 "Pittsburgh is Pop City" campaign

## Group Tour Marketing & Results

- Attended nine domestic and international group trade shows and set 175 appointments
- Conducted two successful group sales familiarization tours, attended by 80 individuals (travel agents, tour operators and group leaders) – resulting in Pittsburgh tours now being offered in their 2011 catalogs
- Marketed "Bargains in the 'Burgh" to tour operators, resulting in nine group tours that generated \$256,000 in economic impact for Allegheny County

## Marketing & Communications

- Generated nearly 1,800 stories, generating \$12.2 million in advertising equivalency value
- Hosted 57 travel writers/broadcast media, including 17 international journalists, which resulted in stories being placed in *Delta Sky* magazine, *examiner.com*, *Long Weekends* magazine, *Velo Tort Terrain*, *la Repubblica*, *le Soleil* and others
- Issued 55 press releases, advisories and story pitches to local, regional, national and international media
- Hosted three niche-focused press tours: Associated Artists of Pittsburgh Centennial Celebration, Pittsburgh as a Sports Town, Green Pittsburgh
- Continued garnering international coverage for the "Green Pittsburgh" story with articles published and documentaries produced in China, England and France
- Promoted several high-profile events, including Dick's Sporting Goods Pittsburgh Marathon, Vatican Splendors exhibition and First Night/NHL Winter Classic, among others
- Supplied Pittsburgh images to 118 groups and media outlets, including *Forbes.com*, *Parenting Magazine*, *The Weather Channel* and *Philadelphia Magazine*
- Successfully secured the Society of American Travel Writers Northeast and Atlantic/Caribbean Joint Chapter Meeting – bringing 50 travel writers to city in June 2011
- Published and distributed *Official Visitors Guide to Pittsburgh*
- Published and distributed three issues of *Play in Pittsburgh and Its Countryside*
- Communicated to partners and key stakeholders through *Bureau Buzz* and *Partners Pieces* e-newsletters



## VisitPittsburgh.com Website Activity

- Traffic increased to 566,610 site visits, a 19 percent increase
- Search engine referrals increased to 387,436, a 36 percent increase
- 21,800 downloads of the *Official Visitors Guide to Pittsburgh*, a 104 percent increase
- Launched mobile website in July, with 8,500 visits tracked
- Special section promoting NHL Winter Classic received 50,000 page views
- Increased accessibility in accordance with Disabilities Act's Internet Accessibility Guidelines – external review determined that website has high level of accessibility



## Social Media Activity

- Twitter: @vstpggh  
Twitter posted 3,825 tweets and increased followers by 206 percent
- Facebook: increased fans by 75 percent
- YouTube: 13 new videos created and posted
- NHL Winter Classic "Find Iceburgh and Win!" contest resulted in 3,600 entries







### Partnership Development & Events

- Attracted 60 new partners while maintaining an overall 86 percent retention rate
- Attracted 22 corporate partners, showcasing their commitment to the region's tourism industry
- Hosted 11 Partnership networking events, attracting 545 attendees
- Offered three Marketing Summits highlighting customer service training, FISA training and marketing plans and co-op opportunities
- Three "Partner Showcase" events held in conjunction with VisitPittsburgh staff meetings, attracting over 35 partners
- Organized "Let's Go Pitt!" program with the University of Pittsburgh Athletic Department and Oakland Business Improvement District to showcase Pitt home football games as business opportunities for partners
- Organized a communitywide, tourism-focused forum for gubernatorial candidates



### Operations Highlights

- Relocated headquarters to Fifth Avenue Place
- Opened new WELCOME Pittsburgh Information Center and Gift Shop in Fifth Avenue Place – providing bigger, better space that's more conducive to serving visitors
- Conducted comprehensive salary grade review facilitated by outside consultant, which indicated that compensation is market competitive
- Wellness Program continued in third year with 76 percent of staff participating
- Updated the Information Technology Business Continuity Plan, to mirror the VisitPittsburgh Crisis Communication Plan
- Cross trained staff for multiple efficiencies, including grant application processing, and IT/Web personnel cross training



## The Bottom Line

- Increased the board-designated reserve level to \$1.5 million
- Moved working cash to Operating Money Market account to maximize ROI
- Generated \$1.3 million in Partnership dues, advertising, sponsorship and event registration
- Secured \$86,636 worth of in-kind donations
- Secured funding from anonymous donor and Pennsylvania Dept. of Commerce and Economic Development for the build-out construction of new WELCOME Pittsburgh Information Center and Gift Shop in Fifth Avenue Place
- Retail sales from the new WELCOME Pittsburgh Information Center and Gift Shop increased by 432 percent

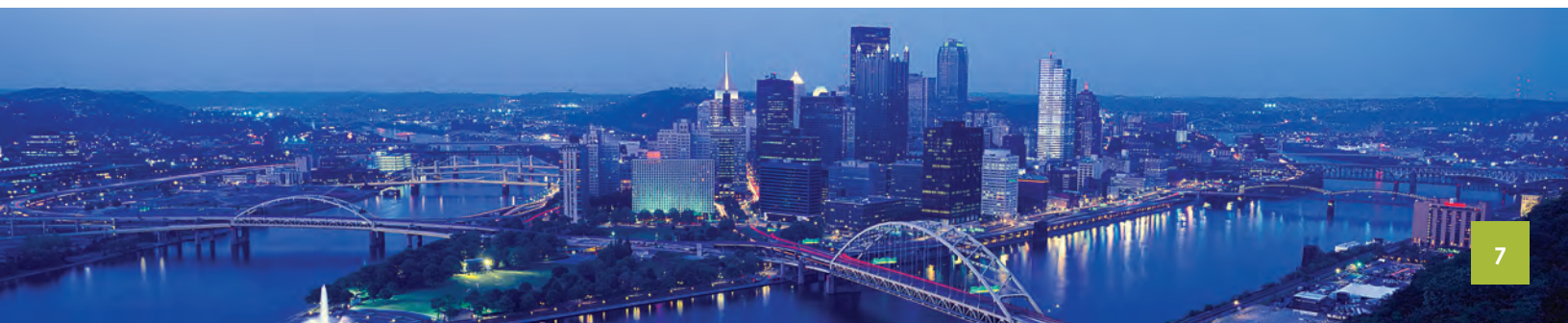


## Corporate Social Responsibility

- Three-city coalition – VISIT Milwaukee, Travel Portland and VisitPittsburgh – sponsored “Build A Bike” at the American Society of Association Executives conference, where 150 finished bikes were donated to the Midnight Mission of Los Angeles
- Participated in Day of Caring for 10th consecutive year with nine VisitPittsburgh volunteers improving hiking trails at Scott Conservancy
- Raised \$9,874 for the 2010 United Way Campaign with 74 percent staff participation, a 7 percent increase
- 2010 Hospitality Food Drive collected 5,500 pounds of food for the Greater Pittsburgh Community Food Bank, exceeding 2009 collection by 677 pounds
- Coordinated two Volunteer Service Days with 30 volunteers from VisitPittsburgh and hotel partners assisting onsite at Greater Pittsburgh Community Food Bank

## Collaboration

- Coordinated community involvement for marketing and public relations for the NHL Winter Classic
- Continued ongoing convention sales partnership with Portland, Ore. and Milwaukee, Wisc., – known as the “Three City Partnership” to attract national meetings for East Coast, West Coast and Central rotations
- Partnered with the Allegheny Conference on Community Development on several press tours, including the “Reinvention of Pittsburgh” as a green city and Pittsburgh as a “Sports Town”
- Partnered with Pittsburgh Downtown Partnership to complete PittsburghHosts customer service training for 100 front-line personnel







## Industry & Community Involvement

- VisitPittsburgh executive staff held leadership roles in numerous industry trade organizations, including: Cultural Heritage Tourism Alliance, Destination: Greater Pittsburgh, Destination Marketing Association International, Destination & Travel Foundation, Pennsylvania Association of Convention & Visitors Bureaus, Pennsylvania Tourism & Lodging Association, and U.S. Travel Association
- VisitPittsburgh staff members serve on boards of numerous organizations, including the August Wilson Center for African American Heritage, Bradford School (Hospitality and Travel Management Advisory Board), Catholic Charities of Pittsburgh, Holy Family Foundation, Lawrenceville Corp., Leadership on Board, Pittsburgh Habitat for Humanity, Riverview School District and Rotary Club
- Staff member Jason Fulvi, executive director of Convention Sales, graduated from Leadership Pittsburgh Class XXVI



## VisitPittsburgh Awards

- Recipient of the 2010 Gold Service Award from *Meetings and Conventions* magazine
- Recipient of two 2010 Gold-Level Bulldog Awards for Excellence in Media and Public Relations for 2009 G20 Pittsburgh Summit media relations plan and online newsroom
- Awarded the 2010 Psychologically Healthy Workplace Award, one of five winners selected by the Pennsylvania Psychological Association, after search for organizations that demonstrate the link between organizational success and employee well being
- Mary Grasha Houpt, Executive Director of Human Resources, was one of 10 recipients of the 2010 Human Resources Leadership Award by the *Pittsburgh Business Times*
- Beverly Morrow-Jones, Executive Director of Marketing & Communications, was honored at the "Women in Media" Gala Award Ceremony by the Women and Girls Foundation
- Lynne Glover, Associate Director of Marketing & Communications, wrote the winning nomination for the David L. Lawrence Convention Center to be named the "Tipping Point for Sustainability" at Sustainable Pittsburgh's 10th Annual Smart Growth Conference

# 2010 Financials



| Sources of Funding   | 2010               | 2009               |
|--|--------------------|--------------------|
| Membership Investment  | \$493,111          | \$468,895          |
| Allegheny County Hotel Room Tax Revenue                          | 7,036,528          | 6,371,653          |
| Commonwealth of Pennsylvania Tourism Promotion Grant             | 343,859            | 580,632            |
| Commonwealth of Pennsylvania Regional Marketing Initiative Grant | 301,600            | 1,094,310          |
| Other State Grants   | 63,387             | 145,000            |
| Restricted Grants and Revenue                                    | 12,900             | 100,473            |
| Advertising and Sponsorships                                     | 752,348            | 766,606            |
| Contributions in Kind  | 86,636             | 118,553            |
| Participation Fees   | 20,355             | 49,647             |
| Merchandising Income   | 32,984             | 13,823             |
| Convention Services  | 69,471             | 65,726             |
| Interest Income  | 7,592              | 13,948             |
| Other Revenue  | 9,611              | 175,445            |
| <b>Total Support and Revenue</b>                                 | <b>\$9,230,382</b> | <b>\$9,964,711</b> |
| <b>Expenses</b>  |                    |                    |
| Convention Sales   | \$2,884,865        | \$3,190,854        |
| Convention Services  | 698,248            | 716,868            |
| Tourism and Cultural Heritage                                    | 2,197,049          | 2,040,277          |
| Regional Marketing Initiative                                    | 337,513            | 677,601            |
| Website  | 363,477            | 419,984            |
| Marketing & Communications                                       | 537,392            | 621,002            |
| Membership Development/Services                                  | 740,284            | 760,884            |
| Management/Operating   | 841,749            | 867,700            |
| <b>Total Expenses</b>  | <b>\$8,600,577</b> | <b>\$9,295,170</b> |

## Top 10 Groups Booked in 2010\*

1. Fraternal Order of Police – 2015 Biennial National Convention & Expo (19,356 room nights; \$8.04 million)
2. National Hockey League – 2011 NHL Winter Classic (15,789 room nights; \$22.28 million)
3. Society for Science & the Public – 2018 Intel International Science and Engineering Fair (12,974 room nights; \$8.40 million)
4. United States Golf Association – 2016 USGA US Open (12,000 room nights; \$59.77 million)
5. Evangelical Lutheran Church of America – 2013 Churchwide Assembly (8,930 room nights; \$3.98 million)
6. National Association of Pastoral Musicians – 2012 National Convention (6,254 room nights; \$3.06 million)
7. Association for Iron and Steel Technology – AISTECH 2016 (5,793 room nights; \$5.57 million)
8. East Coast Volleyball – 2012 East Coast Championship (4,970 room nights; \$3.83 million)
9. Joint Council of Extension Professionals – Galaxy IV Conference 2013 (4,680 room nights; \$6.72 million)
10. Quilts – 2014 International Quilt Market (4,650 room nights; \$7.37 million)

\*by number of room nights

## Top 10 Groups Hosted in 2010\*

1. United States Golf Association – 2010 US Women's Open (\$30 million)
2. East Coast Volleyball – 2010 East Coast Championships (\$10.19 million)
3. Ecological Society of America – Annual Meeting (\$5.75 million)
4. Anthrocon – 2010 Annual (\$5.71 million)
5. Association for Iron and Steel Technology – AISTECH 2010 (\$5.33 million)
6. Church of the Brethren – Annual Conference (\$5.26 million)
7. American Counseling Association – Annual Convention (\$4.37 million)
8. PENNWELL – Coal Gen 2010 (\$4.08 million)
9. National Collegiate Athletic Association – 2010 NCAA Division I Women's Basketball Championship 1st/2nd Rounds (\$3.76 million)
10. Tree Care Industry Association – 2010 TCI Expo (\$3.74 million)

\*by estimated direct spending





# What people are saying

## About Familiarization Tours:

"This was one of the best organized fams I have been on. Very informative and helpful."  
– *Site Selection Solutions Inc.*

"It was a great taste of the city." – *Society of Petroleum Engineers*

"Before the FAM tour visit, I honestly did not know what to expect. Being younger, we really didn't hear much at all about Pittsburgh. After the FAM tour visit, I thought the city was very pretty and had some wonderful charm. I loved the scenery!" – *Society of Permanent Cosmetic Professionals*

"I was really impressed with the city and everything it has to offer. I think it's a great city that more people need to know about." – *American Massage Therapy Association*

## About Pittsburgh:

"Why it's cool: 22 miles of riverside paths wind throughout the city limits." Three Rivers Heritage Trail featured in *Travel and Leisure's* "America's Coolest River Walks"

"What puts the 'it' in P-IT-tsburgh? 'It' is the vitality and scope of the city's arts and culture."  
*Delta Sky* magazine, June 2010

"Gleaming center city, cutting-edge cultural offerings, revitalized neighborhoods. This is Pittsburgh? Yes..." *National Geographic Traveler*, April 2010

"Leave the skinny jeans at home and wear comfortable shoes for your exploration of Pittsburgh's unique culinary food scene." *Long Weekends*, Spring/Summer 2010



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### Rick McMaster

Partner  
The Capital Grille

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David L. Lawrence Convention  
Center

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### The Honorable Dan Onorato

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County of Allegheny

### The Honorable Luke Ravenstahl

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City of Pittsburgh



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President & CEO  
VisitPittsburgh

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Vice President of Sales & Marketing

**Karen Fisher**  
Vice President of Finance & Operations

**Dennis Burrell**  
Executive Director of Convention Services

**Jason Fulvi**  
Executive Director of Convention Sales

**Mary Grasha Houpt**  
Executive Director of Human Resources

**Tinsy Lipchak**  
Executive Director of Tourism & Cultural Heritage

**Beverly Morrow-Jones**  
Executive Director of Marketing & Communications

**Lynne Popash**  
Executive Director of Partnership Development

## VisitPittsburgh Staff

**Lisa Ashbaugh**  
Director of Convention Host Development

**Vicki Battalini**  
Visitor Services Representative

**Diane Cortese**  
Associate Director of Finance

**Bob Foley**  
Systems Analyst

**Ed Gaskill**  
Convention Report Coordinator

**Kori Gassaway**  
National Sales Director  
Chicago Office

**Lynne Glover**  
Associate Director of Marketing & Communications

**Ellen Goldberg**  
Advertising Sales Director

**Mont Handley**  
National Sales Director

**Jennifer Hawkins**  
Sports Marketing Director

**Meryl Hellring**  
Tourism Sales Manager

**Brenda Hill**  
National Sales Director

**Barb Hollie**  
Convention Services Assistant

**Sara Holzer**  
National Sales Director

**Colleen Kalchthaler**  
Marketing Services Director

**Vicki Kelley**  
Assistant to the Vice President  
Sales & Marketing

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Partnership Development Coordinator

**Paul Kemp**  
Convention Services Manager

**Jason Kolesar**  
Accounting Analyst

**Sonya Maness**  
Sales Administrative Assistant

**Susan McGrane**  
Publications Manager

**Brenda Miller**  
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**Kristin Mitchell**  
Public Relations Liaison

**Shirley Mueller**  
Convention Services/Housing Administrator

**Asaka Narumi**  
Web Marketing Manager

**Judy Perry**  
Receptionist

**Karl Pietrzak**  
Senior National Sales Director

**Nancy Reynolds Daniels**  
Visitor Services Representative

**Gail Schenone**  
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**Kedy'Ky Sherrill**  
Market Research Analyst

**Joyce Simile**  
Tourism & Cultural Heritage Administrative Assistant

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Associate Director of Partnership Development

**Julie Stewart**  
Events Manager

**Jan Tagliaferi**  
Assistant to VP Finance & Operations

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Corporate Marketing Director

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National Sales Director

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Assistant to the President & CEO

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Manager IT & Building Operations