



FY2016-
FY2018

Strategic Plan – January 2018 Update

Prepared by:



SUMMARY

The TACVB supports its member organizations by providing destination marketing education and advocacy. It provides seminars and conferences to train and develop DMO (destination marketing organization) professionals, creative destination marketing strategies to stimulate and motivate your sales team, and industry trend analyses to inform your decision making. The TACVB provides its members with peer-to-peer idea exchanges, tips on increasing your reach through new technology and tools to meet the changing demands of meeting planners and tourists to our great state of Texas.

On Thursday, November 30, 2017, the board of TACVB met at the Fredericksburg Inn & Suites in Fredericksburg, Texas for a 1-Day Strategic Planning Board Retreat consisting of board development and a strategic planning workshop. The purpose of this retreat was to provide board orientation training, to update the 2016-2018 3-year Strategic Plan and develop specific strategies and tactics for 2018 implementation.

Alysia Cook of Opportunity Strategies LLC provided the training and facilitation services. Prior to the planning workshop, the facilitator visited with Executive Director Sarah Page and Board Chair Amy Zientek to develop the agenda.

The following is the account of the board retreat and the goals the board set forth for implementation.

JANUARY 2018 PLAN UPDATE SESSION

BOARD MEMBERS IN ATTENDANCE

- Amy Zientek
- Shari Lee
- Karen Cromwell
- Tina Brohlin
- Cari Miller
- Adena Lewis
- Kelly Harris
- Elizabeth Eddins
- Jeffrey Hentz
- Jordan Messerole
- Diann Bayes

COMMITTEE CHAIRS IN ATTENDANCE

- Ryan Callison
- Susan Travis
- Stephanie Molina
- Shane Sorenson
- Shannon Overby
- Stephanie Andrews
- Kashion Smith

STAFF IN ATTENDANCE

- Sarah Page
- Pamela Anderson

BOARD MEMBERS UNABLE TO ATTEND

- John Rolfe, Brooke Underwood (Daniel Horsch, Mark Thompson, Dan Quandt, Brooke Underwood, Karen Fogle – Committee Chairs)

EXPECTATIONS

The facilitator opened the meeting by describing the purpose of the meeting, then asked the participants to introduce themselves and share their own expectations of things they would like to make sure are discussed during the retreat or expectations of accomplishment by the end of the day. Responses were:

- Staying focused on our Strategic Plan
- Keep our value rising (leverage momentum)
- Stretch ourselves in our goal development
- Learn more about how we are serving our membership:
 - Recruitment
 - Retention
 - Measurements
- Make sure we act on our members' wishes
- Key Focus: value proposition
- Continue to empower staff
- Avoid personal agendas – Remember: We are a Team
- Communicate better on education opportunities
- Committee depth needs improvement
- Do we have the right committees?
- Do we have the right committee chairs?
- Explore ways to mentor members
- How do we get other potential members to know about us?
- Uplifting members in smaller community members – resources
- Focus on career development for members

BOARD TRAINING

The board and staff participated in an interactive overview of improving board skills. Topics covered included but were not limited to:

- Roles and responsibilities of board members, executive board and staff
- Liabilities
- Accountability
- Effective marketing techniques
- Social media
- Staff to member ratio best practices
- Operational best practices
- Committee organization
- Event improvements & ideas
- Communications strategy
- Celebrating successes
- TACVB products and services
- Non-Dues Revenue
- Dues Structure
- The 5 C's of Ethical Leadership:
 - Communication
 - Confidentiality
 - Commitment
 - Conflicts of Interest
 - Coalition Building

SOCIAL MEDIA REMINDERS

The TACVB board was encouraged to support the organization’s social media efforts with their own personal and business social media presence. This includes requests to “like” or “follow” official accounts, share posts, tweet, retweet, use hashtags, comment on posts, make posts, share posted photos/videos, post photos, invite others to “like” or “follow,” provide content to share from time-to-time, and “check-in” at events, meetings, merchants, restaurants, etc. to show support for TACVB. As social media opportunities evolve, the facilitator encouraged board members to continually seek new ways to use technology.

MISSION & VISION

The participants worked together to update TACVB’s Mission Statement and to create a Vision Statement. The final result of the new Mission Statement & Vision Statement are as follows:

MISSION

To empower our members by providing premier destination organization education and resources.

VISION

We will be proactive and future-oriented in our thinking, decision making, and programming.

CORE VALUES

The TACVB board decided to establish some Core Values to share with membership and the world regarding the principles they hold as most important. The Core Values consist of:

- **Education**
- **Focus**
- **Leadership**

Education: We value Education; therefore, we will provide the most relevant, on-trend, quality education to equip destination marketing professionals with the tools to succeed.

Focus: We value Focus; therefore, we will focus on the needs of our members and provide premier programs and services that are beneficial and effective.

Leadership: We value Leadership; therefore, we will empower our members by cultivating a positive leadership environment and providing opportunities for service through which our members and the industry can flourish.

FY2016-FY2018 Strategic Plan

The participants updated their ideas for a series of specific goals for 2016-2018 divided into measurable objectives. Included were strategies for success along with responsible parties and start and finish dates. Dates are in FY Quarter numbers. Items in *italics* have already been completed but remain in the plan for historical knowledge and benchmarking.

GOAL #1: ORGANIZATION: Research pros and cons of transitioning to a Regional Organization

OBJECTIVE #1: Research & Discovery

Strategies	Who's Responsible?	Start	Finish	Status
<i>1. Current member research:</i> <i>a. Survey membership</i> <i>b. Town Hall Meeting at Annual Conference 2016</i>	<i>Membership Committee</i> <i>Education Committee</i> <i>Staff</i>	<i>Q4</i> <i>FY2016</i>	<i>Q4</i> <i>FY2016</i>	<i>Complete</i>
2. Conduct research on potential 2018 members – who might be interested in becoming members?	Regional Task Force (NEW)	Q1 FY2018	Q2 FY2018	In progress
3. Work with Destinations International about partnering on TACVB events to help extend our reach into neighboring states.	Staff	Q1 FY2018	Q4 FY2018	Ongoing

OBJECTIVE #2: If results prove positive, develop next steps for implementation. If results prove negative, disregard further plans and the below strategies.

Strategies	Who's Responsible	Start	Finish	Status
1. Transition the organizational structure a. Board b. Bylaws c. Meetings d. Membership Tiers/Dues	Regional Task Force (NEW) Staff	Q3 FY2018	Q4 FY2018	N/A
2. Identify and secure a marketing firm specializing in branding and communication	Regional Task Force (NEW)	Q1 FY2019	Q2 FY2019	N/A
3. Add a new staff person to keep up with membership demands, if needed a. Write job description b. Advertise position c. Hire	Staff	Q3 FY2019	Q4 FY2019	N/A
4. Research options for a physical office and report findings to Board	Staff	Q4 FY2019	Q4 FY2019	N/A

GOAL 2: MEMBERSHIP SERVICES: Continue to raise the bar on education and professional development

OBJECTIVE #1: Implement our enhanced educational offerings

Strategies	Who's Responsible	Start	Finish	Status
1. Determine which specific topics are to be delivered based on member feedback.	Education Committee Staff	Q1 2018	Q4 2018	Ongoing
2. <i>Develop RFP for regional meetings on specific topics. Choose locations and dates.</i>	<i>Education Committee Staff Bid Committee</i>	<i>Q1 2018</i>	<i>Q2 2018</i>	<i>Complete Sales Symposium in Austin – Feb. 27-Mar. 1, Marketing Symposium in Temple – May 2-3, Leadership Symposium in Rockwall – Nov. 14-15)</i>
3. Investigate the options of aligning our Texas Destination Marketing (TDM) Certificate with a university, community college, or other professional organization. Investigate ways to find interested partners to help transform it into a true certification program.	TDM Committee Staff	Q3 2017	Ongoing	In progress
4. Meanwhile, reposition and market Texas Destination Marketing (TDM) Certificate as a greater value proposition via: <ul style="list-style-type: none"> a. <i>Elevating education level (complete)</i> b. Increase price c. Does it need a name change in the future? 	TDM Committee	Q4 FY2016	Ongoing	In progress

d. Re-certification process e. Advanced Class open only to graduates f. Fewer internal speakers g. Weighted points scale				
5. Market and educate members and potential members about new TDM Certificate Program.	Education Committee Staff	Q4 FY2018 (if ready to reveal)	Into 2019	In progress

OBJECTIVE #2: Improve Advocacy

Strategies	Who's Responsible	Start	Finish	Status
1. <i>Expand Destination Marketing Principles (DMP) to include local government advocacy</i>	<i>DMP Task Force</i>	<i>Q1 FY2017</i>	<i>Q2 FY2017</i>	<i>Complete</i>
2. Explore partnership opportunities with others regarding providing education for local education and advocacy programs	Staff	Q3 FY2017	Q3 FY2018	In progress
3. Create a press release template for conference and workshop attendees to use back home regarding their attendance, topics, and speakers.	Staff / Communications Committee	Q1 FY 2018	Q2 FY 2018	In progress

OBJECTIVE #3: Define Team Texas tiered opportunities. Annual investment = Exposure

Strategies	Who's Responsible	Start	Finish	Status
1. Social Media Management	Team Texas Committee	Q1 FY2018	Q2 FY2018	In progress
2. Create new branding campaign with quality images	Team Texas Committee	Q1 FY2018	Q2 FY2018	In progress
3. Create menu of participating schedule	Team Texas Committee	Q1 FY2018	Q2 FY2018	In progress
4. Name Show Captains for each show	Team Texas Committee	Q1 FY2018	Q2 FY2018	In progress
5. Create a checklist for Show Captains	Team Texas Committee	Q1 FY2018	Q2 FY2018	In progress
6. Investigate and create a uniform funding structure	Team Texas Committee	Q1 FY2018	Q2 FY2018	In progress

OBJECTIVE #4: Create a TACVB Mentor/Mentee Program

Strategies	Who's Responsible	Start	Finish	Status
1. This program should be housed in a spreadsheet that is searchable by title and organization budget to match interested mentees and mentors.	Membership Committee Scholarship/Professional Grant Committee Past Chairs Committee Staff	Q1 2019		
2. Explore a talent bank questionnaire to use	Membership Committee Scholarship/Professional Grant Committee Past Chairs Committee Staff	Q1 2019		

OBJECTIVE #5: Update the TACVB website

Strategies	Who's Responsible	Start	Finish	Status
1. Determine what changes need to be made and outline a budget item.	Staff and Board	Q2 2018	Q2 2018	
2. Create and post an RFP for website update services	Staff	Q3 2018	Q3 2018	
3. Select consultant and begin work	Staff and Board	Q4 2018	Q4 2018	

OBJECTIVE #6: Create an additional survey to determine member satisfaction

Strategies	Who's Responsible	Start	Finish	Status
1. Create a Membership Survey Task Force and appoint Chair	Board Chair Membership Committee	Q1 FY2018	Q1 FY 2018	
2. Determine what questions to ask to get the answers of we want to know from members and develop survey.	Membership Committee Staff	Q2 2018	Q2 2018	
3. Administer survey	Staff	Q2 2018	Q2 2018	
4. Compile results and create analysis to share with board.	Staff	Q3 2018	Q3 2018	
5. Create strategy to begin building member recommendations into current goals and objectives and how to build them into 2019-2021 Strategic Plan.	Membership Committee Board Staff	Q3 2018	Q4 2018	

GOAL #3: MEMBERSHIP VALUE: Establish a membership value message in order to regain lost members, retain current members and grow new membership.

OBJECTIVE #1: Promote membership value, create marketing message and get that message out

Strategies	Who's Responsible	Start	Finish	Status
1. <i>Develop membership benefits statement</i>	<i>Executive Committee Membership Committee Staff</i>	<i>Q4 FY2016</i>	<i>Q4 FY2016</i>	<i>Complete</i>
2. Change photos in brochure to be faces of actual members, then repost and reprint.	PR & Marketing Committee Membership Committee Staff	Q1 FY2018	Q2 FY2018	In progress
3. Promote membership benefits through various communication channels	Staff Membership Committee	Q1 FY2017	Ongoing	Ongoing
4. Personal phone calls – Task board members with giving a friendly phone call to area non-member CVBs/DMOs to discuss Mission, benefits and value.	Board Chair	Q2 FY2017	Ongoing	Ongoing
5. <i>Develop and distribute membership survey</i>	<i>Staff Membership Committee</i>	<i>Q3 FY2017</i>	<i>Q4 FY2017</i>	<i>Complete</i>
6. Offer Regional Roundtables for networking and to build membership	Membership Committee	Q2 2019	Q3 2019	
7. Add Shirtsleeves session for offices with small staffs	Education Committee Staff	Q2 2018	Q4 2018	In progress

OBJECTIVE #2: Regain 60% of the lost members (60% = 48 of the 59 members who dropped since 2011)

Strategies	Who's Responsible	Start	Finish	Status
1. Regain 48 of the 59 by: a. Face-to-face (most effective) b. Phone call (next level effective) c. Mail/email (next level effective)	Task Force	Q3 FY2016	Q4 FY2018	Ongoing (4 regained, 7 new)

OBJECTIVE #3: Retain at least 85% of current members (85% = 145 of the 170 DMO members from 2011)

Strategies	Who's Responsible	Start	Finish	Status
<p>1. Retain members by:</p> <ul style="list-style-type: none"> a. Using social media (including Facebook Live) and email to recognize members b. <i>Board Chair to create a new Committee named "Awards Committee" to manage Anniversary Awards, Legacy Awards, and Outstanding New Professional Awards (see below)</i> c. Generate opportunities for them to participate/engage then promote it 	<p>Staff</p> <p>Board Chair</p>	<p>Q3</p> <p>FY2016</p>	<p>Q4</p> <p>FY2018</p>	<p>a. In Progress</p> <p>b. Complete</p> <p>c. Ongoing</p>
<p>2. Create a new member onboarding process</p> <ul style="list-style-type: none"> a. Formal orientation b. Board member/mentor welcome call c. Give checklist of membership services d. Outreach to each new member from a current member within their region: <ul style="list-style-type: none"> • To welcome the new member • To encourage them to attend conference e. Make personalized recommendations f. Explain TDM in detail to each new member g. Supply each with list of board members h. Review of website resources for members i. Consider a new member webinar j. Explain to new members that their staff are also considered members k. Host a "Membership Maximization" breakfast at conference for anyone wanting to maximize their membership 	<p>Membership Committee</p> <p>Staff</p>	<p>Q3</p> <p>FY2017</p>	<p>Q2</p> <p>FY2018</p>	<p>In progress</p>

OBJECTIVE #3: (continued)

Strategies (continued)	Who's Responsible	Start	Finish	Status
<p>4. Reinstate Legacy Award</p> <ul style="list-style-type: none"> a. Determine if it is annual or only as justified (may or may not be annual) b. Determine criteria for selection (research what criteria other organizations use) c. The Nominating Committee will secure names d. Board Chair will appoint committee to decide recipient 	(New) Awards Committee (to be created by Chair)	Q3 FY2017	Q4 FY2017	Complete
<p>5. Create award for Outstanding Professional</p> <ul style="list-style-type: none"> a. Determine criteria for selection b. The Nominating Committee will secure names c. Board Chair will appoint committee to decide recipient 	(New) Awards Committee (to be created by Chair)	Q3 FY2017	Q1 FY2017	Complete
<p>6. Create award for Anniversary Service</p> <ul style="list-style-type: none"> a. 5-year increments b. Slides with names per each 5-Year increment c. Stand for recognition d. No physical award e. Determine specifics of award 	Executive Committee	Q1 FY2017	Q1 FY2018	In progress

OBJECTIVE #4: Grow our membership by 25 Destination Marketing Organizations from 160 to 185 by year end 2018.

Strategies	Who's Responsible	Start	Finish	Status
1. Grow membership by: <ul style="list-style-type: none"> a. Create a non-member solicitation list from board members and from TCCE membership list b. Track all new join dates as of May FY2016; keep a running total c. Use social media to advertise d. Use email to solicit e. Face-to-face Asks f. Phone call Asks g. Showcasing impressive testimonials on our website and all social media channels h. Creating an ROI that makes it impossible <i>not</i> to join i. Recruit prospective new members near or en route to other TACVB events (e.g. cold calls, email, site visits, lead follow-ups, etc.) j. Determine detailed specific tactics for each of the above 	Staff All Board	Q4 FY2016	Q4 FY2018	Ongoing (9 pending, 1 prospect) We have obtained members lists from TCCE and TSAE and will develop a targeted list of prospects.)

GOAL #4: LEADERSHIP DEVELOPMENT: To give members better opportunities to participate in leadership positions within the organization and/or grow their leadership skills

OBJECTIVE #1: Grow committee participation to develop future leaders of the organization

Strategies	Who's Responsible	Start	Finish	Status
1. Host Committee Outreach – Education Committee and Staff to develop this further	Staff Education Committee	Q3 FY2016	Q4 FY2018	Ongoing
2. Promote committees at Annual Conference <ul style="list-style-type: none"> a. At Welcome Speech b. At First Timers' Orientation c. At Vendor Fair d. In the Conference Program 	Staff Education Committee	Q4 FY2016	Q4 FY2018	Ongoing
3. Define a recommended Succession Plan and develop the specifics into a document <ul style="list-style-type: none"> a. Task Force member b. Task Force Chair c. Committee Member d. Committee Chair e. Board Member 	Board Chair Board	Q4 FY2016	Q1 FY2018	Ongoing
4. Develop a written Policies and Procedures Manual <ul style="list-style-type: none"> a. Create Vice Chair positions for Committees b. Keep existing Nominating Committee c. Add term limits to Committee Chairs positions d. Create a timeline expectation for relinquishment of position; recommend at least one quarter notice e. One-year service terms with opportunity to add more up to a certain number 	Past Chairs Committee	Q3 FY2017	Q4 FY 2018	Ongoing

OBJECTIVE #2: Board Member Exposure and Availability

Strategies	Who's Responsible	Start	Finish	Status
1. Order name tags for each board member	Staff	Q1 FY 2018	Q1 FY 2018	In progress
2. Explore the costs for each board and staff member to have a polo-style logo shirt for one day at Annual Conference	Staff	Q1 FY2018	Q1 FY2018	In progress

GOAL #5: NON-DUES REVENUE GROWTH: Increase non-dues revenue to supplement operational budget for growth

OBJECTIVE #1: To net \$20,000 per year.

Strategies	Who's Responsible	Start	Finish	Status
1. Create a Standard menu of Sponsorship opportunities	Staff	Q3 FY2016	Q1 FY2018	Ongoing
2. Identify unique and interesting Sponsorship opportunities that other non-profits are using successfully, i.e. vendor-decorated chairs at events to showcase to participants who are the vendors/sponsors/exhibitors.	Board and Education Committee Chair	Q1 FY2017	Q2 FY2018	Ongoing
3. <i>Hire Full time staff person using the additional revenue generated</i>	<i>CEO</i>	<i>Q4 FY2017</i>	<i>Q4 FY2017</i>	<i>Complete</i>
4. Grow all Event Registrations	Education Committee Board Staff	Q4 2017	Q4 2018	Ongoing

OBJECTIVE #2: Design additional “Pay to Play” opportunities

Strategies	Who’s Responsible	Start	Finish	Status
<p>1. Increase TxMET Revenue</p> <ul style="list-style-type: none"> a. Regular communication for awareness and sales b. Branding opportunity: sell it, trade out, platform, vendors c. Launch new TxMET platform d. Increase subscription fee e. Develop a communication piece to share the increased fee information 	<p>Staff TxMET Committee</p>	<p>Q2 FY2017</p>	<p>Q1 FY2018</p>	<p>In process</p>
<p>2. <i>Reinstate Sales Blitz in 2018</i></p> <ul style="list-style-type: none"> a. <i>Create a Sales Blitz Task Force to develop sales blitz training and coordinate the logistics of the Sales Blitz</i> b. <i>Work with the Education Committee to add a Sales Blitz and sales blitz training onto the Sales Summit</i> c. <i>Partner with the TACVB Communications Committee to create branding to match new TxMET deliverables, including replacing the name</i> 	<p><i>Sales Blitz Task Force (NEW)</i></p>	<p><i>Q4 FY2016</i></p>	<p><i>Q1 FY2018</i></p>	<p><i>a. Complete</i></p> <p><i>b. Complete</i></p> <p><i>c. Complete</i></p>
<p>3. Create revenue from Meet Texas guide and fully explore other opportunities.</p>	<p>Staff</p>	<p>Q1 2018</p>	<p>Q4 2018</p>	<p>In progress</p>

CLOSING COMMITMENT

The facilitator reminded the group that individuals who have committed themselves to the completion of the tasks and goals should rely on their fellow Board members and committees for assistance and should seek additional help as needed. She encouraged participants to hold one another accountable for updates and completion. She suggested to the current Board Chair that the team use the Plan as a living document each month at each Board meeting, regularly updating and modifying it as necessary.

Facilitator Alysia Cook closed by congratulating the TACVB Board on the commitments the group made by participating in planning for their future. She thanked the group for giving Opportunity Strategies the opportunity to serve the organization.

The planning retreat was adjourned.

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