

# ***2010–2012 Strategic Business Plan***



**State Capitol Building, Sacramento**



# Strategic Business Plan Outline

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## Executive Summary

The California Travel Association (CalTravel) was formed in 1989 as a 501(c)6 not-for-profit member association to represent all travel and tourism-related businesses and visitor destinations in the state of California. Its primary functions are issues advocacy and educational and training development all within a collaborative and partnership approach. Current 2009 membership is approximately 450 with an annual operating budget approaching \$600,000.

### Association Challenges

We face four challenges as a state travel industry association to advance tourism understanding and sustainable growth.

1. Be the unified statewide tourism voice for California communities and the industry
2. Expand the organization membership to be fully representative
3. Redefine and deliver on the organization brand value proposition
4. Clarify, articulate and effectively implement the key organization responsibilities and relationship building with the California Travel & Tourism Commission and the prominent California visitor industry sector associations

### Association 2020 Vision

We aspire to an organization vision dependent on collective partnerships, mutual member benefits and astute board leadership and professional management.

***Become the most progressive and influential  
state travel industry association in America.***

### Measurable Elements

- Effective coalition of all tourism-related associations and groups in the state
- Strong “political” force on key issues affecting the industry and host communities
- Membership to reach 2,500 committed businesses and organizations
- Advocacy messaging based on current and credible economic and associated impact reporting in conjunction with the CTTC
- Philosophy of “bringing people together” as members for common cause related to education, industry productivity and outreach opportunities

## Association Mission and Goals

We accomplish a focused mission through long-term goals based on agreed-to values and operating guidelines.

***Bring people together to deliver an exceptional California destination experience through advocacy, collaboration and education.***

### Values and Guidelines

- ⇒ Visionary/strategic
- ⇒ Focused
- ⇒ Market-oriented/responsive
- ⇒ Member-based
- ⇒ Inclusive
- ⇒ Collaborative
- ⇒ Innovative
- ⇒ Opportunistic
- ⇒ Knowledgeable
- ⇒ Impactful
- ⇒ Authenticity-driven
- ⇒ Fraternal/personalized

### Resources Leadership Goal

Operate and grow a dynamic, fiscally responsible and accountable membership-based organization.

### Advocacy and Government Relations Goal

Champion the importance and value of the California travel industry through influencing relationships.

### Membership Communications and Services Goal

Foster dialogue and collaborative relationships through convening all California travel industry stakeholders.

### Education and Professional Development Goal

Support and provide meaningful branded education and training opportunities.

### Association Brand Promise and Strategic Priorities

We perform effectively by delivering on the organization brand promise through the implementation of twenty-six new program/project strategies that are prioritized over the next three years.

***Support the membership in providing an exceptional California destination experience.***

Strategic Priorities	2010	2011	2012
<b>Leadership</b>			
➤ Search for and select an effective full-time President/CEO	●		
➤ Undertake organization restructuring along with evaluating outsourcing/vendor services potential	●		
➤ Investigate new non-dues revenue sources		●	
➤ Review and update where required Board governance bylaws to ensure leadership stability and effectiveness	●		
➤ Convene a California travel industry sector association roundtable to discuss coalition building and representation on the CalTravel Board		●	
➤ Clarify and update CalTravel spokesperson designation and related policy guidelines	●		
➤ Evaluate the usage and need of current committee/task force composition		●	
➤ Consider association name change to California Travel Association		●	
<b>Communications</b>			
➤ Develop a California tourism advocacy accord with the CTTC	●		
➤ Identify and take positions regularly on key issues affecting the tourism industry with requisite messaging	●		
➤ Assess current membership benefits vis-à-vis categories and fee structure in order to increase the number of new members		●	
➤ Evaluate a full-time membership salesperson position	●		
➤ Strengthen government relations at the state and local levels with ongoing legislator and officials dialogue		●	
➤ Formulate and implement a detailed membership development and sales strategy and plan with accountable objectives	●		
➤ Formulate and implement a detailed advocacy and media relations strategy and plan		●	
➤ Expand state advocacy counseling in conjunction with contracted political strategist		●	
➤ Prepare appropriate information collateral and related advocacy tools		●	
➤ Develop and administer an existing and potential membership needs survey along with follow-up focus group discussions	●		
➤ Devise and implement a PAC fundraising campaign			●
➤ Evaluate and, if required, expand the regional activities of the Ambassadors Council			●
<b>Education</b>			
➤ Undertake a needs analysis in conjunction with a membership survey	●		
➤ Form a California Tourism Leadership Institute to provide needed educational and training programming		●	
➤ Prepare and promote a California tourism/hospitality careers development program in partnership with state tourism sector associations			●
➤ Develop, support and/or promote a California branded service excellence program		●	
➤ Provide online selective topic webinars		●	
➤ Investigate the requirement for a California “destination experience” development training			●

# The CalTIA Profile

## Introduction and Background

The California Travel Association (CalTravel) *2010–2012 Strategic Business Plan* was prepared based on two presentation sessions with the Board of Directors held on July 24 and October 23, 2009. The dialogue at these sessions was supplemented from detailed information provided at the June 23 Town Hall meeting at the California Conference on Tourism, two CalTravel Strategic Planning workshops convened on June 24 and October 22 and attended by Executive Committee members and invited guests, and the findings and recommendations from the CalTravel Leadership Task Force on October 22–23, 2009. In addition, previous work completed on the association’s vision and mission from two years ago was consulted. A draft copy of the strategic plan was distributed to all Board members in mid-December for their review and associated online plan evaluation survey responses received by January 5, 2010 were used in order to prepare a revised final copy for Board authorization. The subject plan was assessed by the CalTravel Board on January 9, 2010. Subsequent to directions from this meeting, an updated online plan evaluation survey was conducted to seek consensus on initiative priorities and to increase the overall response from the Board. In total, 27 members participated in the survey. On April 9, 2010, the strategic plan was approved by the Board.

CalTravel was formed in 1989 as a 501(c)6 not-for-profit member association to represent all travel and tourism-related businesses and visitor destinations in the state of California. Its primary functions are issues advocacy and educational and training development all within a collaborative and partnership approach. Current 2009 membership is approximately 450 with an annual operating budget approaching \$600,000.

The purpose of the strategic plan is six-fold:

1. To gain a clear understanding of the roles and new opportunities for CalTravel to assume its leadership position as an effective statewide travel and tourism representative
2. To identify the critical issues and challenges relative to the organization
3. To reexamine the CalTravel vision and mission statements and prepare long-term goals
4. To agree on a CalTravel brand promise
5. To determine the current CalTravel core programming and new priority initiatives over the next three years
6. To acknowledge the critical factors in the continued success of CalTravel.

The *2010–2012 Strategic Business Plan* is to be used as a directional and guideline document for the effective leadership and communications efforts of the CalTravel organization. The intent is to provide a sharp focus and a clear direction for the CalTravel Board of Directors and management team to meet its challenges and achieve an agreed-to vision.

Details on the components of the *2010–2012 Strategic Business Plan* follow.

## **Current Situation**

From the various meeting discussions, an overview of CalTravel achievements and current issues of importance was determined.

## **Past Accomplishments**

The key accomplishments of CalTravel since its inception were identified to be the following:

- Solid representation of the statewide travel and tourism industry
- Strong issue-based advocacy efforts
- Instrumental in creating ten years ago the California Travel & Tourism Commission (CTTC)
- Provision of excellent education and training services
- Formation of a recent Tourism Political Action Committee (PAC)
- Introduction of the locally-oriented Ambassadors Council
- Of recent, the scoping of primary roles and purpose.

## Key Issues

The current top-of-mind issues identified as affecting the ongoing leadership effectiveness of CalTravel are as follows.

- Strength and influence of the organization is not proportionate to the industry it serves.
- The demands on CalTravel for services and service quality are increasing without supporting financial and staff structure.
- The organization is heavily volunteer-driven which leads to inconsistent programming and management.
- The organization has difficulty in securing quality senior level Board leadership given the significant time commitment with volunteer committees.
- The California travel industry has a need for a widely recognized and well-respected long-term leader who can speak with authority on a broad array of issues beyond marketing.
- CalTravel should be more proactive and visible in Sacramento and within the state tourism industry and as such recognized to be politically influential.
- CalTravel needs a more robust and stable funding strategy that will allow increased programming and become more staff-driven.
- The organization should investigate hiring a full-time, dedicated President/CEO with possible contracted staff support.
- The organization should also evaluate the optimal budget allotment for a staff-driven program of work that supports the CalTravel mission and brand.
- The organization should assess methods to increase the political activity of CalTravel through additional advocacy and CalTravel PAC contributions.
- CalTravel should identify and research new sources of revenue generation.
- CalTravel has the best opportunity to lead a state coalition of all tourism-related associations and groups.
- Given the above, evaluate the potential of state tourism-related associations being permanent members of the CalTravel Board.

## SWOT Analysis

To fully understand these previous issues, an organization SWOT (strengths-weaknesses-opportunities-threats) analysis was conducted covering leadership, member/partnership development and program effectiveness with concluding remarks.

### Strengths

#### (present advantages)

- Recognized state travel industry association
- Positive 20 year track record of accomplishments
- Effective advocacy/government relations activities
- Excellent industry network provider
- Good educational programming throughout the year

### Weaknesses

#### (present disadvantages)

- Low awareness
- Small membership count and investment
- No full-time dedicated President/CEO
- Unstable funding base
- Heavily volunteer-driven entity
- At times strained CTTC relationship

### Opportunities

#### (potential advantages)

- New CCTC advocacy partnership accord
- Higher advocacy value acceptance and related financial support
- Ambassadors Council expansion
- Strengthened Board composition and governance
- Additional full-time staffing
- New revenue sourcing
- Agreed-upon strategic plan implementation

### Threats

#### (potential disadvantages)

- No support from the CTTC
- Limited association membership increase
- Management status quo
- Minimal state advocacy representation
- Poor educational programming

Given this organization evaluation, it was concluded that the following be cited and acted upon to best advantage by CalTravel.

1. Acute need to become a more credible state tourism association leader by being relevant and influential.
2. Focus on the organization brand value proposition by increasing and delivering on membership benefits.
3. Further investment in the key advocacy and government relations role with ensuing expanded support from the tourism industry.

## Challenges and Directions for Success

With the key issues identified along with the SWOT analysis outcomes, it is generally understood that the main challenges facing CalTravel are the following:

1. Be the unified statewide tourism voice for California communities and the industry
2. Expand the organization membership to be fully representative.
3. Redefine and deliver on the organization brand value proposition
4. Clarify, articulate and effectively implement the key organization responsibilities and relationship building with the California Travel & Tourism Commission and the prominent California visitor industry sector associations

In order to successfully achieve the above, critical new directions are required to go forward as follows:

- Review of a proactive and increased membership base along with improved communications
- Board governance and full-time management assessment
- Implementation of an agreed-to rolling three year strategic business plan with allied annual programming strategies and appropriate budget allocation
- Effective follow-through on the organization brand promise
- Review of an expanded influential and accountable legislative role
- Education and professional development needs analysis
- Ongoing Board commitment to organization vision and mission.

## Vision

An organization “ten year future scenario” exercise was conducted and advice received on vision elements pertinent to member/partner services, education and training, advocacy communications and organization management/leadership. With this input from the membership and Board and management team, an overarching 2020 vision statement for CalTravel was formulated.

**Become the most progressive and influential  
state travel industry association in America.**

In order to realize this vision, some of the main projects, programs and policies to be enacted and measured are as follows.

- Effective coalition of all tourism-related associations and groups in the state
- Strong “political” force on key issues affecting the industry and host communities
- Membership to reach 2,500 committed businesses and organizations
- Advocacy messaging based on current and credible economic and associated impact reporting in conjunction with the CTTC
- Philosophy of “bringing people together” as members for common cause related to education, industry productivity and outreach opportunities.

## Mission, Values and Goals

A revised mission statement was developed for CalTravel and is as follows.

**Bring people together to deliver an exceptional California destination  
experience through advocacy, collaboration and education.**

The CalTravel performs its mission effectively by adhering to the following twelve values and guiding principles.

- |                              |                          |
|------------------------------|--------------------------|
| ➤ Visionary/strategic        | ➤ Innovative             |
| ➤ Focused                    | ➤ Opportunistic          |
| ➤ Market-oriented/responsive | ➤ Knowledgeable          |
| ➤ Member-based               | ➤ Impactful              |
| ➤ Inclusive                  | ➤ Authenticity-driven    |
| ➤ Collaborative              | ➤ Fraternal/personalized |

In concert with the above mission statement, four long-term goals were prepared for the organization to achieve.

### **Resources Leadership**

Operate and grow a dynamic, fiscally responsible and accountable membership-based organization.

### **Advocacy and Government Relations**

Champion the importance and value of the California travel industry through influencing relationships.

### **Membership Communications and Services**

Foster dialogue and collaborative relationships through convening all California travel industry stakeholders.

### **Education and Professional Development**

Support and provide meaningful branded education and training opportunities.

### **Brand Promise and Messages**

A reformulated brand promise for CalTravel is to deliver the following.

**Support the membership in providing an exceptional California destination experience.**

The primary communications messaging associated with this organization promise to members, partners and ultimately visitors are:

- Personalized, mutually beneficial and influential tourism storytelling to key decision-makers
- Enhanced tourism coalition building
- Engaging and productive branded education and training programming
- Unique event and on demand communications.

## The CalTIA Leadership Strategy

The primary target audiences of CalTravel resources leadership are as follows:

- Board of Directors
- Professional staff
- Outside vendors/suppliers.

## Resources Leadership Core Programs

The existing programs that CalTravel provides in this strategic area are:

- Board meetings
- Ten standing committees with allied meetings coordination
- Various special interest task force meetings on an ad hoc basis
- Annual budget development and approval
- Monthly and annual financial reporting.

## New Leadership Initiatives and Priorities

New leadership and related resources programs/activities to be implemented over the next three years are identified.

Program Initiatives	Importance Status	Priority Timing		
		2010	2011	2012
➤ Search for and select an effective full-time President/CEO	1	●		
➤ Undertake organization restructuring along with evaluating outsourcing/vendor services potential	1	●	✓	✓
➤ Investigate new non-dues revenue sources	1	✓	●	✓
➤ Review and update where required Board governance bylaws to ensure leadership stability and effectiveness	1	●	✓	✓
➤ Convene a California travel industry sector association roundtable to discuss coalition building and representation on the CalTravel Board	1	✓	●	✓
➤ Clarify and update CalTravel spokesperson designation and related policy guidelines	2	●	✓	
➤ Evaluate the usage and need of current committee/task force composition	2		●	
➤ Consider association name change to California Travel Association	2	✓	●	✓

### Key

- |   |                      |   |                                   |
|---|----------------------|---|-----------------------------------|
| 1 | Primary mandatory    | ● | Initiative implemented            |
| 2 | Secondary supportive | ✓ | Initiative setup and/or follow-up |
| 3 | Tertiary elective    |   |                                   |

## The CalTIA Communications Strategy

The primary target audiences of CalTravel communications are as follows:

- State government officials, both elected and appointed
- County/local community government officials
- California Travel & Tourism Commission representatives
- State residents
- Members, both industry and destination/community-based
- Nonmember industry/community leadership.

## Advocacy and Government Relations Core Programs

The existing programs that CalTravel provides in this strategic area are:

- Travel industry representation at the state level through a paid political strategist
- Annual legislative agenda with identified activities and outcomes
- Ongoing CTTC meetings with mutually supported initiatives
- Tourism Political Action Committee (PAC) funding and related activities
- U.S. Travel Association and Travel Promotion Act agency liaison.

## Membership Communications and Services Core Programs

The existing programs that CalTravel provides in this strategic area are:

- Annual California Conference on Tourism (COT)
- Annual California Beyond the Gateways Conference (BTG)
- CalTravel Connections and Ticker e-newsletters
- CalTravel website with regular updates ([www.caltravel.org](http://www.caltravel.org))
- Social media presence
- Membership benefits kit
- Annual electronic membership directory
- Membership survey
- Industry calendar of events
- Industry recognition awards
- COT registration scholarships
- Ambassadors Council public relations program.

## New Communications Initiatives and Priorities

New communication programs/activities to be implemented over the next three years are identified.

Program Initiatives	Importance Status	Priority Timing		
		2010	2011	2012
➤ Develop a California tourism advocacy accord with the CTTC	1	●	✓	
➤ Identify and take positions regularly on key issues affecting the tourism industry with requisite messaging	1	●	✓	✓
➤ Assess current membership benefits vis-à-vis categories and fee structure in order to increase the number of new members	1	✓	●	
➤ Evaluate a full-time membership salesperson position	1	●	✓	
➤ Strengthen government relations at the state and local levels with ongoing legislator and officials dialogue	2	✓	●	✓
➤ Formulate and implement a detailed membership development and sales strategy and plan with accountable objectives	2	●	✓	
➤ Formulate and implement a detailed advocacy and media relations strategy and plan	2	✓	●	✓
➤ Expand state advocacy counseling in conjunction with contracted political strategist	2	✓	●	✓
➤ Prepare appropriate information collateral and related advocacy tools	3		●	
➤ Develop and administer an existing and potential membership needs survey along with follow-up focus group discussions	1	●	✓	✓
➤ Devise and implement a PAC fundraising campaign	2		✓	●
➤ Evaluate and, if required, expand the regional activities of the Ambassadors Council	2		✓	●

### Key

- |   |                      |   |                                   |
|---|----------------------|---|-----------------------------------|
| 1 | Primary mandatory    | ● | Initiative implemented            |
| 2 | Secondary supportive | ✓ | Initiative setup and/or follow-up |
| 3 | Tertiary elective    |   |                                   |

## The CalTIA Education Strategy

The primary target audiences of CalTravel educational services are as follows:

- Members, both industry and destination/community-based
- Nonmember industry and community leadership.

### Education and Professional Development Core Programs

The existing programs that CalTravel provides in this strategic area are:

- Education/training workshop and session programming at Annual Tourism and Beyond the Gateways Conferences
- Articles and references in CalTravel Ticker e-newsletter
- Research survey
- Speaker registry
- Certification program referral
- Educational institution program.

### New Education Initiatives and Priorities

New educational and training programs/activities to be implemented over the next three years are identified.

Program Initiatives	Importance Status	Priority Timing		
		2010	2011	2012
➤ Undertake a needs analysis in conjunction with a membership survey	1	●	✓	✓
➤ Form a California Tourism Leadership Institute to provide needed educational and training programming	1		●	✓
➤ Prepare and promote a California tourism/hospitality careers development program in partnership with state tourism sector associations	2		✓	●
➤ Develop, support and/or promote a California branded service excellence program	2		●	✓
➤ Provide online selective topic webinars	2		●	✓
➤ Investigate the requirement for a California “destination experience” development training	3		✓	●

#### Key

- |   |                      |   |                                   |
|---|----------------------|---|-----------------------------------|
| 1 | Primary mandatory    | ● | Initiative implemented            |
| 2 | Secondary supportive | ✓ | Initiative setup and/or follow-up |
| 3 | Tertiary elective    |   |                                   |

# Appendix

## CalTravel Board of Directors 2009–2010

### Officers

- Gary Sherwin, Chairman  
(Newport Beach Conference & Visitors Bureau)
- Ted Molter, 1<sup>st</sup> Vice Chair (San Diego Zoo)
- Dan Goldes, 2<sup>nd</sup> Vice Chair  
(San Francisco Convention & Visitors Bureau)
- Kamran Enayat, Treasurer (Embassy Suites Anaheim South)
- Susie Santo, Secretary (Universal Studios Hollywood)
- Scott Tanner, Immediate Past Chairman (USA Water Polo)

### Directors

- Charles Ahlers (cahlers@anaheimoc.org)
- Dave Allen (dallen@autoclubspeedway.com)
- Rick Anderson (rick@casatropicana.com)
- David Andre (David.Andre@santaclara.org)
- Brian Baker (brian@montelena.com)
- Pat Baker (pat.baker@alaskaair.com)
- Amy R. Blaschka (amy@trivalleycvb.com)
- David Bratton (dave@destinationanalysts.com)
- Lynn Clark (lynn.clark@disney.com)
- Kamran Enayat (Kamran\_enayat@hilton.com)
- Werner Escher (escherw@southcoastplaza.com)
- Dan Goldes (dgoldes@sanfrancisco.travel)
- Tony Hancuff (tony.hancuff@coachamerica.com)
- Chuck Hansen (chansen@viejas.com)
- James Harris (james.harris@travelocity.com)
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- Kathy Jenega-Dykes (Kathy@santabarbaraca.com)
- Misti Kerns (mkerns@santamonica.com)
- Peter Kock (peter.kock@LEGOLAND.com)
- John Lambeth (jlambeth@civitasadvisors.com)
- Bill Lee (Bill.Lee@flysfo.com)
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- Mo McElroy (mo@visitsantarosa.com)
- Ted Molter (tmolter@sandiegozoo.org)
- Robert E. Muhs (robert.muhs@avisbudget.com)
- Richard W. Peterson (rpeterson@calacademy.org)
- John Robinson (john.robinson@capalink.org)
- Susie Santo (Susie.Santo@nbcuni.com)
- Scott Schneider (mcla@mcn.org)
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- Debbie Sipe (debbie@ctpanews.com)
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- Kerri Verbeke-Kapich (kvpapich@sdcvb.org)
- Ted Welch (ted.welch@viamagazine.com)
- Karen Whitaker (karen@shastacascade.org)

### CalTIA Management Team

- Ross Hutchings, Executive Director/CEO
- Beth Bettencourt, Meetings & Education Director
- Barbara Souza, Membership & Communications Director

### Strategic Planning Committee

- Brian Baker
- Amy Blaschka
- Brad Burlingame
- Kamron Enayat
- Dan Goldes
- Ross Hutchings
- Tami Miller
- Ted Molter
- Gary Sherwin
- Scott Tanner