

OACVB:

Board Retreat Recap

Timberline Lodge

September 27, 2005

Facilitators:

Trever Cartwright

Thom Walters

503-493-1452

The meeting began at 9:00 and ended at 3:00.

Participants:

Jean Kurtz, Jimmy Lucht, Kerrie Walters, John Hope-Johnstone, Bill Cross, Linda Bell, Natalie Inouye, Lorna Davis, Janet Dodson, Rebecca Morris, Alana Audette, Diane McKeel, Mary Pat Parker, Carol Lentz (and a really cute ground squirrel.)

Key Agreements:

The key agreements that the team made were as follows:

1. OACVB would continue forward as an association.
2. The Association would adopt IACVB standards and require all member organizations to comply as appropriate (compliance will be at varied degrees based on the configuration of the member's business).
3. The structure of the OACVB will include an Executive Director, a board and a board chair.
4. A negotiation with key partners (OTC) in terms of needs and expectation is needed.

What/Who does OACVB need to be going forward?

- For Us (Members should have the following expectation of the Association)
- Two way communication
- Association to manage communication with OTC and keep membership informed at all times
- Peer counseling/standardization
- Resource library that houses all relevant professional standards

- IACVB Standards—assistance to each member to ensure their compliance as appropriate

- Definition of a DMO/RDMO

- Ongoing training in the areas of:
 - Marketing
 - Leadership
 - Certification (Continued Professional Education)

- Advocacy and lobbying as appropriate on issues affecting the members at the local and state levels

- Operations support and infrastructure

- Ongoing reporting of Association’s priorities, actions and key initiatives

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What/Who does the Association need to be for the industry?

- Communication and customized information to meet the needs of all constituents:

Meeting planners, media, visitors, members, attractions, politicians, vendors, etc.

- To be the voice of the visitor—to help OTC understand what’s going on locally through the eyes of the visitor
- Real time statistical information from the street—what’s really going on in the local markets, facts and trends
- To be a content rich hub of local information:
TOT, ADRs, Occupancy rates, standardized research in concert with our cities
- Intuitive evidence of local behavior—the story or reality check.
- Active participant in the Tourism/Hospitality Consortium
- Act in partnership with OTC and other key strategic alliances throughout the state
- To shepherd the brand (the Oregon experience) throughout all our markets
- To shepherd the good name/image of our industry before key leaders and influencers in our cities
- To provide the OTC with ongoing information as to who the leaders and influencers are inside each of our markets

- Compliant—common practices across all offices

OACVB Needs in order to be successful:

- Partner cooperation and collaboration
- Close alignment between OTC and OACVB
- OTC to honor the structure it has created in terms of communication flow, etc. (regional configuration).
- OTC to be educated on how each CVB office works and the way it is staffed
- OTC to be more aware of the differences in the various regions (things as simple as the geographic distances between cities and how long it takes to get from one place to another)
- Agreement that the industry supports us as we become IACVB compliant
- Detailed IACVB compliance action plan and timeline for each member office.
- Strong leadership from the Executive Director and Board Chair level.

- Detailed communication plan (internal and external)

Internal Communication:

What do we need by way of communication to be successful?

1. Newsletter
2. Information rich Intranet
3. List server
4. Quarterly board meetings in 2006
5. Annual report (report of initiatives and outcomes)
6. A detailed communications plan
7. A focused effort to “re-brand” the Association and to position the organization as indispensable in the eyes of membership as well as among key industry partners (OTC, OLA, ORA, etc).

Unresolved:

The team discussed in some detail a few areas that still feel unresolved:

1. How do we access resources and give resources back?
2. Communication methodology (Todd talks to all levels, maybe should just be talking to regional representatives.
3. What are the compelling needs of the OTC in terms of what they need from us in 2006?
4. How will Todd’s office undertake understanding the state better?
5. How the Executive Director role will be filled and paid for.
6. Is the ED role full time, part time, quarter time?

Our Structure:

The team agreed that it needed an Executive Director and/or a management function to provide the following important services to members:

1. Consistent spokesperson/Advocacy on behalf of the Association/industry.
2. Organizational support (minutes from meetings, financial management, meeting planning, etc.)
3. Development and implementation of:
 - a. Comprehensive communication plan (internal and external)
 - b. Updated website that reflects the brand image of the Association
 - c. Recruitment/retention of new and existing members
 - d. Fundraising/Fund development
 - e. Manage an on going research program/statistical reporting

4. Lobbying
5. Design, manage and facilitate ongoing training and education
6. IACVB compliance on behalf of all members
7. Management of resource library
8. All aspects of standardization
9. Ensure all agreements are met in terms of what the Association agrees to provide OTC and other key industry partners.

A complete job description should be developed if one does not currently exist. This will give board members a more exact perspective on whether or not the position is full or part time.

