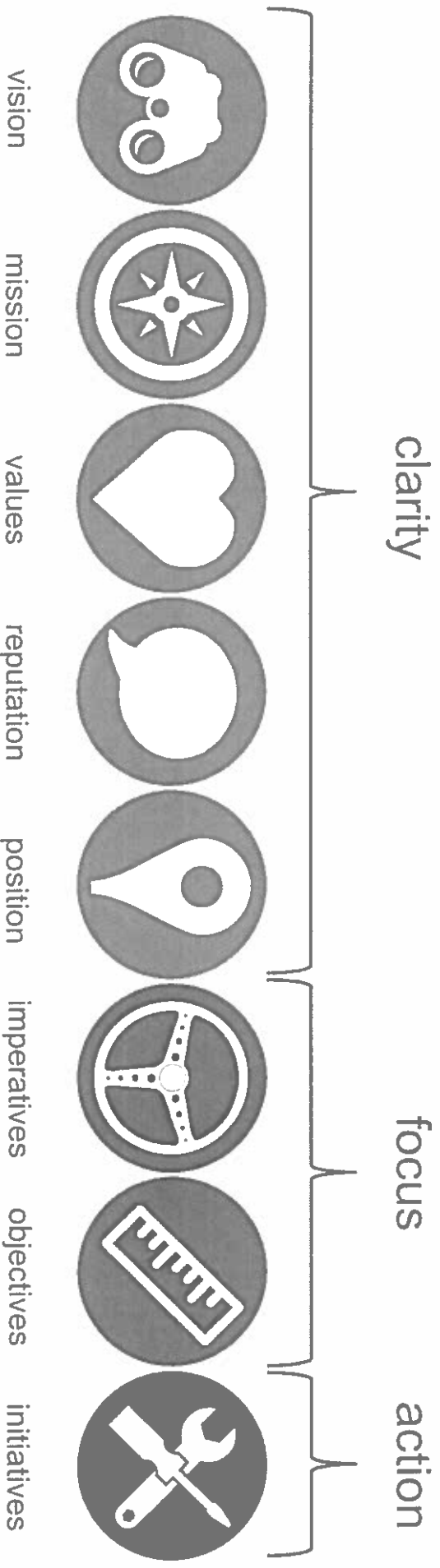


Coraggio's Strategic Clarity Framework



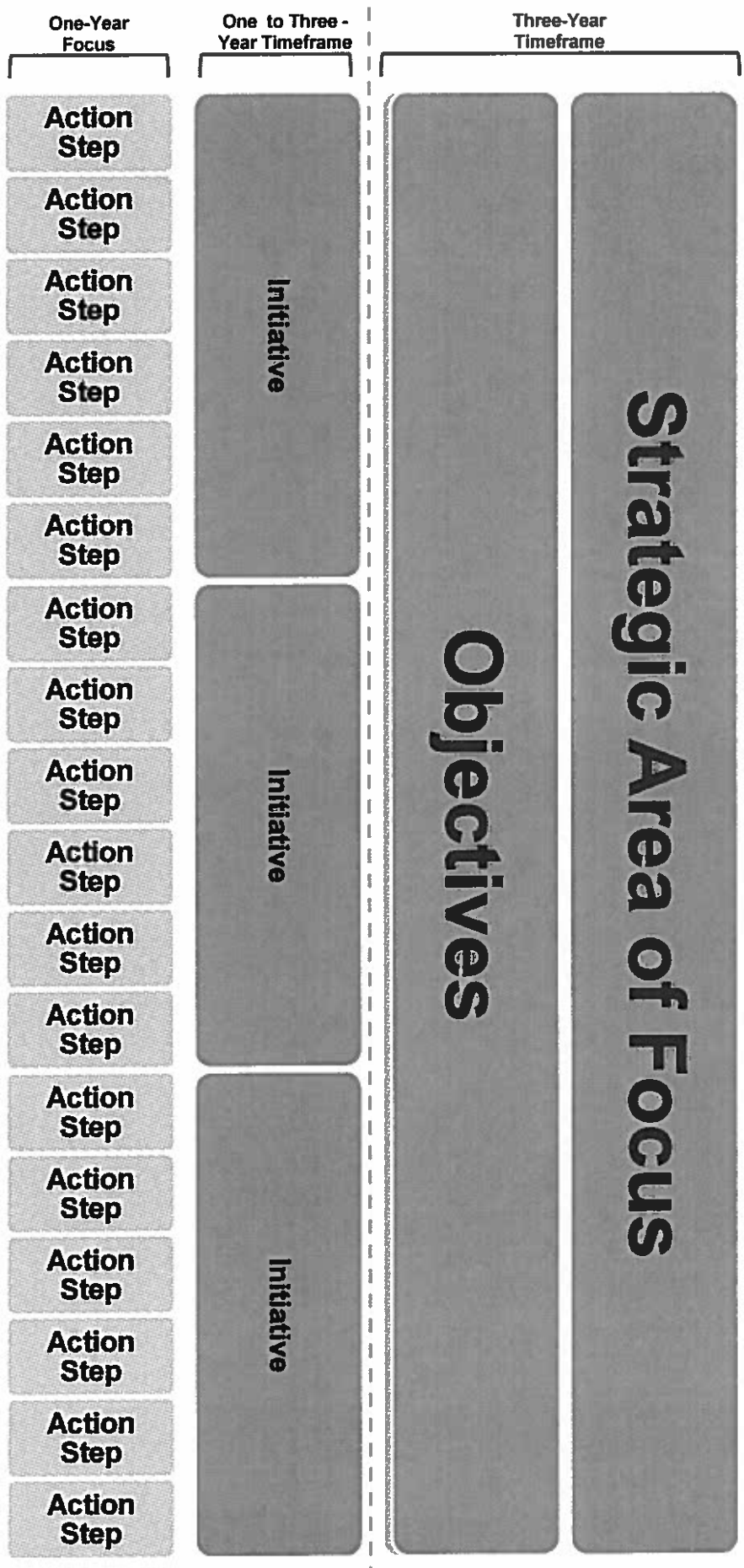
Visit Mendocino County: Strategic Direction 2017/18-2019/20

CLARITY		
<p>Vision Enriching experiences for our guests, enhanced lifestyle for our residents, and stability and diversity for our economy</p>	<p>Mission Visit Mendocino County stewards and amplifies the total Mendocino County experience.</p>	<p>Values Transparency We foster trust through openness and integrity. Accountability We are outcome-oriented and professional. Partnership We create alignment through inclusive and meaningful relationships. Community We contribute to the fabric of Mendocino County. Innovation Our creativity reflects the uniqueness of our cultures and landscapes.</p>
<p>Reputation Leader We motivate and facilitate the tourism community. Accessible We welcome—and are responsive to—input from community members and stakeholders. Collaborative We actively seek engagement and collaboration with our stakeholders and partners. Bold We deliver on smart, effective, and forward-thinking ideas.</p>	<p>Position In order to support our stakeholders, generate economic activity for county residents through tourism, and inspire our visitors, Visit Mendocino County: <ul style="list-style-type: none"> Consistently markets the entire county and its assets. Creates, develops, and manages brand awareness for the county. Connects people and organizations to opportunities. Provides information to in-county partners and tourism resources to the industry. Delivers a robust and sustainable return on investment. </p>	

FOCUS			ACTION		
<p>Imperatives</p> <p>Demonstrate and strengthen VMC's contribution to county economic and community vitality</p>	<p>Objectives</p> <ul style="list-style-type: none"> Bid assessment growth at 5% over average of top 3 competitors Year-over-year increase of sales tax receipts in Mendocino County Year-over-year increase in stakeholder survey response rate 	<p>Initiatives</p> <ul style="list-style-type: none"> Increase tourism revenue through the development and implementation of the annual Integrated marketing, public relations, and sales plan. Improve data-driven decision making through increased participation and "buy in" from all of our partners. Develop a data-sharing process that offers context and insights for partners. 	<p>Imperatives</p> <p>Cultivate VMC's relationships and collaborations</p>	<p>Objectives</p> <ul style="list-style-type: none"> Year-over-year increase in number of events launched and reaching self-sufficiency Year-over-year increase in "opportunities" page visitation on VMC website Year-over-year increase in new applicants for BID and MCTC Board positions and committee membership 	<p>Initiatives</p> <ul style="list-style-type: none"> Foster collaboration and county-wide alignment by creating and developing the "go to" website for all tourism stakeholders. Strengthen regional tourism relationships to leverage broader marketing opportunities. Proactively educate and communicate with all tourism stakeholders.
<p>Imperatives</p> <p>Raise awareness of the Mendocino County experience</p>	<p>Objectives</p> <ul style="list-style-type: none"> Year-over-year increase Mendocino County awareness score Year-over-year increases in impressions and ad equivalency Year-over-year increase in experience perception score on in-market visitor survey 	<p>Initiatives</p> <ul style="list-style-type: none"> Increase Mendocino County brand awareness and positive perception. Work with partners to develop, promote and grow strong and beneficial tourism activities and events. Explore our options to influence and shape potential cannabis tourism. 			

OPERATIONAL PLANNING

Planning Cascade



OPERATIONAL PLANNING



Operational Planning Elements



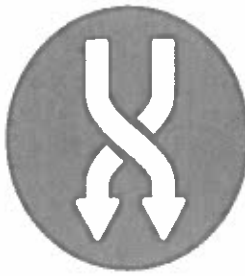
Tactics

What specific activities must we accomplish in order to successfully achieve our initiatives in this biennium?



Priorities

Which tactics must start during this planning cycle? Which ones should start? Which would be nice to start, but might not be critical?



Dependencies

What are the organizational interdependencies we must keep front-of-mind? Where will inter-departmental and external collaboration exist?



Timing

When will each activity begin? Over what period of time will the tactic be active?



Owners

Who is responsible for managing and communicating the progress and completion of each tactic?



Budget Impact and Integration

What kind of impact will this tactic have on the budget? How will this flow into the financial planning process?



Ongoing Management

OPERATIONAL PLAN

Guidance

Have Clear Ownership:

Assign an owner to serve as the point person to ensure the groups are meeting and the plan is being reviewed.

Make It A Living Document:

Over the first few cycles, initiatives, action items, timing and priorities will continue to shift based on the priorities of the organization. Keep adjusting based on the association's needs.

Progress Over Perfection:

Encourage everyone to continue to make progress – even if they are small steps, celebrate the successes and learnings.

Remember Your Role as Change Leaders:

As the operational plan is implemented, the organization will start to shift to the desired future state. Keep your radar tuned into the transition needs of the team.

Keep Communicating:

Share the progress and communicate any changes to keep everyone informed.