



Coraggio's Strategic Clarity Framework





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


CLARITY

Vision 
 Enriching experiences for our guests, enhanced lifestyle for our residents, and stability and diversity for our economy

Mission 
 Visit Mendocino County stewards and amplifies the total Mendocino County experience.


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.


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.

Position 
 In order to support our stakeholders, generate economic activity for county residents through tourism, and inspire our visitors, Visit Mendocino County:


- 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.

FOCUS

Imperatives 
Demonstrate and strengthen VMC's contribution to county economic and community vitality
Cultivate VMC's relationships and collaborations
Raise awareness of the Mendocino County experience

Objectives 

- 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
- 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
- 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

Initiatives 

- 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.
- 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.
- 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.

ACTION

OPERATIONAL PLANNING

Planning Cascade

Strategic Area of Focus

Objectives

Initiative

Initiative

Initiative

Action Step

Action Step

Action Step

Action Step

Action Step

Action Step

Action Step

Action Step

Action Step

Action Step

Action Step

Action Step

Action Step

Action Step

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Action Step

Action Step

Three-Year
Timeframe

One to Three -
Year
Timeframe

One-Year
Focus

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.