

**Carson City Visitors Bureau
Agenda Report**

Date Submitted: 9/9/15

Agenda Date Requested: 9/14/15

Time Requested: 20 Minutes

To: Carson City Visitors Bureau - Board of Directors

From: Joel Dunn, Executive Director

Subject Title: Discussion and possible approval of the FY16 CCVB Executive Director's Goals and Performance measures.

Staff Summary: The Carson City Visitors Bureau Board has requested a detailed listing of the FY16 CCVB Executive Director's Goals and Performance measures. These proposed goals will be utilized for the performance evaluation for the CCVB Executive director on 5/31/2016.

Type of Action Requested:

Resolution

Ordinance

Formal Action/Motion

Other (Specify) Presentation Only

Recommended Board Action: I move to approve the FY16 goals and performance measures for the Carson City Visitors Bureau Executive Director.

Applicable Statute, Code, Policy, Rule or Regulation: n/a

Fiscal Impact: n/a

Explanation of Impact: n/a

Funding Source: n/a

Supporting Material: None

Prepared By: Joel Dunn, Executive Director

**CCVB Board Agenda, September 14, 2015
Agenda Item #12**

**CARSON CITY VISITORS BUREAU
EXECUTIVE DIRECTOR
Goals and Performance Measures
FY16**

GOAL

1. Drive a Balanced Demand for the Destination

The CCVB's two-year-long Destination Brand Project has allowed the bureau to move forward with the proper strategic foundation to effectively market and leverage the Carson City brand over the next five years.

OBJ. Expand to a two-tier marketing approach (two-tier marketing will broaden the appeal of our product outside what may seem to be their natural market segment)

PM. Create four (4) two-tiered marketing campaigns - (V & T Railway - Outdoor Recreation/Events - International Travelers - History - Arts & Culture - Regional Opportunities...)

OBJ. Shoulder season promotions (October to May)

PM. Create four (4) shoulder season promotions - (Ski and Stay packages - Indoor Sports Tournaments - Snowbird RV's - Christmas Shopping - Regional Opportunities...)

OBJ. Attract events for the MAC

PM. Attract three (3) events for the MAC - Volleyball, Basketball, Futsal, Specialty Shows (rock & gem, coins, jewelry...), Specialty Competitions (robotics, legos, art, tattoo...)

OBJ. Influencer Marketing

PM. Create an alliance with four (4) regional influencers that are looked to for insight and recommendations in regard to information.

GOAL

2. Enhance the Brand and Steward the Destination Experience

- OBJ.** Create a Carson City Visitor Ambassador Outreach Program (CCVB VAP)
PM. Hire and train four (4) Visitor Ambassadors for the CCVB VAP program.
- OBJ.** Yearly Social Media Symposium
PM. Host a (1) Regional Social Media Symposium for local stakeholders, influencers and the Carson City business community.
- OBJ.** Foster greater cooperation with the private sector in an effort to provide a world-class visitor experience. This includes leveraging technology to help non-English speaking visitors and do more to help small businesses tap into this expanding market opportunity.
- OBJ.** Protect and elevate a strong brand image for Carson City as a thriving visitor destination.
- OBJ.** Expand the Carson City “Be Our Guest” Program to include a free interactive learning workshop and tour specifically designed to inform and educate local employees and community members about the Carson City brand. (local employees, servers, hotel concierges, front desk staff, Downtown Carson City Ambassadors, taxi drivers, hotel General Managers, police officers, local residents, city leaders, business owners and more).
- OBJ.** Gather local stakeholders, City staff, businesses, related associations, police, fire and environmental groups to brainstorm ideas for how to improve the Carson City Experience for visitors and residents alike.
- PM.** Create a CCVB Business Alliance Network (BAN) and host a CCVB BAN training symposium and satellite training sessions.

GOAL

3. Actively Champion the Value of Tourism

- OBJ.** Create additional strategic partnerships and relationships
- OBJ.** Advocate communication to champion the importance and economic value of tourism on a local and regional level.
- PM.** Create a CCVB Business Alliance Network (CCVB BAN) and host a CCVB BAN training symposium and satellite training sessions.

GOAL

4. Ensure Operational Excellence

OBJ. Improve CCVB employee productivity

PM. To improve the productivity of individual employees, CCVB implements the following;

1. Staff FAM Outings: CCVB will organize staff outings geared towards team building multiple times throughout the year. The outings are designed to educate the team on new product offerings within the destination or region.
2. Bureau Project Calendar: CCVB will create a quarterly project calendar also serving as a checklist devised from our operations plan to ensure that we are making progress throughout the year to meet annual goals on our projects and programs.
3. Sales & Marketing Meetings: CCVB will hold monthly Sales & Marketing Meetings that primarily serve as a brainstorming session to encourage creativity and innovation in our planning efforts.

OBJ. Further enhance the professionalism of our organization to become one of the most valued organizations in our community delivering the highest possible return on investment to our stakeholders.

PM. Every quarter, CCVB will host a mixer to encourage networking and relationship building within the Carson City hospitality community. The mixer will provide an opportunity to solicit CCVB BAN membership.

OBJ. Quarterly Lodging Meetings

PM. The CCVB will hold quarterly lodging meetings to ensure that our destination remains competitive and to keep partner communications open, providing an update on partnership opportunities, industry trends to help develop effective rate management plans that keep hotels full year round.

GOAL

5. Attract Additional Special Events and increase Special Event Visitors

OBJ. Attract an additional regional event

PM. Attract one (1) additional regional event. (a regional event is one that exceed the total number of rooms available in Carson City).

OBJ. Increase current attendance at special events

PM. Increase visitor attendance for Nevada Day, Nevada Fair, Sports Tournaments, Street Vibrations, Hot August Nights, Taste of Downtown and Jazz & Beyond. Create a measurable increase in associated room nights associated with these special events.

GOAL

6. Increase Operational Revenue (NON-TOT)

OBJ. Create a business alliance network (BAN)

OBJ. Create new advertisement and marketing opportunities for local businesses catering to visitors.

PM. Create a CCVB Business Alliance Network (CCVB BAN) and host a CCVB BAN training symposium and satellite training sessions.

OBJ. Increased revenue from CCVB Visitor Store.

PM. Increase FY16 revenue (5%) with the implementation of the CCVB online store.

GOAL

7. Increased Utilization of New Technology - Research and Development

- OBJ.** Create an interactive map and integrate it with our CCVB website and mobile app allowing visitors to create an individualized itinerary based on the personal interests.
- PM.** Integrate an interactive mapping feature to both the CCVB website and mobile app

- OBJ.** Create interactive visitor information kiosks in strategic locations throughout Carson City. Incorporate our interactive map and CCVB website into the community visitor information kiosks.
- PM.** Install CCVB Visitor Information Kiosks in strategic locations in Carson City.

- OBJ.** Stay abreast of new or developing travel related technology
- PM.** Work with both industry and academic researchers to collect and analyze new technology relating to travel and tourism to help make smart, strategic decisions that will increase visitors and maximize our return on investment.

GOAL

8. Increase Governmental Per-Diem Rate

OBJ. Work with the United States General Services Administration (GSA) to establish the correct property selection criteria, time frame of data and seasonality for reporting of ADR. Identify all regional data used by the GSA that has an impact on the governmental per-diem rate.

PM. Increase 2016/17 Per-Diem rate for Carson City.

OBJ. The CCVB will hold quarterly lodging meetings to ensure that our destination remains competitive and to keep partner communications open, providing an update on partnership opportunities, industry trends to help develop effective rate management plans that keep hotels full year round.

PM. Quarterly Lodging Meetings