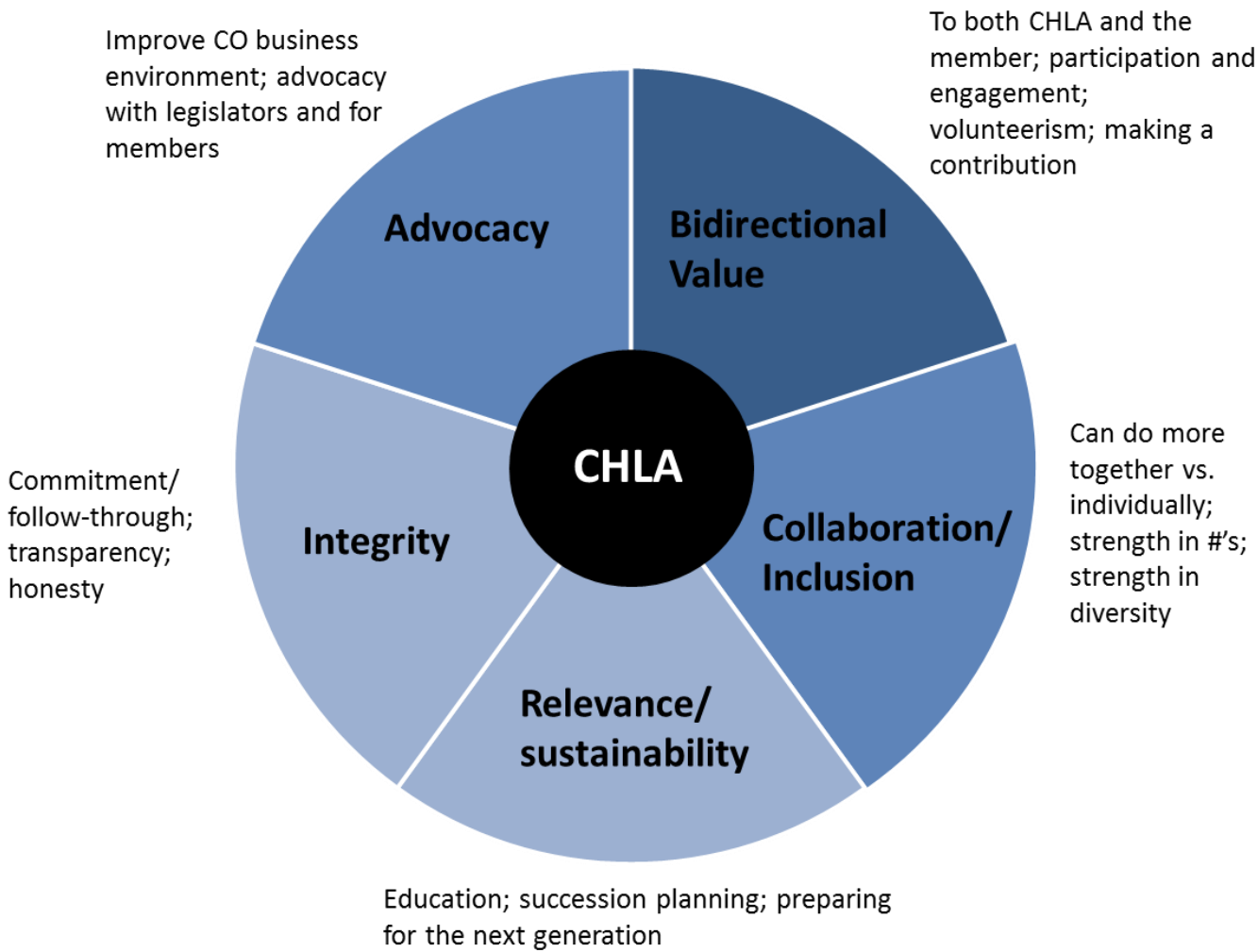


Colorado Hotel and Lodging Association Strategic Plan (2015-2019)

Core Values "Beliefs"



Mission "Statement of Purpose"

CHLA will engage, advocate, communicate, educate and deliver impact for its members and the CO lodging industry at large.

Colorado Hotel and Lodging Association Strategic Plan (2015-2019)

Vision (2019) "Desired Future State"

Performance Commitments "Measures"

What?
CHLA will be the respected voice of the lodging industry in Colorado- the opinion leader and the "go to" organization!

How?
CHLA will accomplish this by:

- Advocating for the industry with legislators, regulators and partners (i.e., influence legislation; have impact)
- Increasing member engagement
- Growing Share of Market (SoM) and ensuring business/partner diversity
- Increasing strength of CHLA leadership
- Ensuring fiscal responsibility and remaining financially strong
- Creating enthusiasm and having fun!

	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target	2019 Target
Organizational Reach						
1. SoM (Membership Committee) ⇒ Determine how to measure ⇒ Targets TBD						
2. # of counties represented by CHLA membership (Membership Committee) ⇒ Target is 100%						
Organizational Impact						
3. Legislative scorecard (i.e., must be developed) (Legislative Affairs) ⇒ Legislative agenda ⇒ Regional agenda						
4. Member satisfaction (Membership Committee) ⇒ NPS score						
5. Allied Member metric (Membership Committee) ⇒ More than revenue and in-kind support ⇒ Enhance CHLA member experience						
6. Partnering relationship (CEO) ⇒ CRA, CTO, Visit Denver ⇒ Process metrics initially (i.e., progress against the one-page engagement strategy)						
Financial Performance						
7. Financial viability (Finance Committee) ⇒ Revenue (\$) ⇒ Operating reserves (\$) ⇒ PAC's (\$) ⇒ Legislative readiness fund (\$)						

Note: Quantify actuals for 2014 and set targets for 2015 and 2016 in 1Q 2015.

Colorado Hotel and Lodging Association Strategic Plan (2015-2019)

Strategic Objectives and Initiatives (2015/2016) "What?"

Action Plans "How?"

Strategy Champions

✓ S.O #1: Increase Membership

1.1 Segment/target membership categories and grow these.
 1.2 Develop/implement Marketing collateral (i.e., clarify the value proposition, communicate to targeted sectors). **(Phase 1 complete- ongoing updates as required).**
1.3 Repurpose/re-engage the Membership Committee (i.e., define roles and responsibilities; membership survey; membership metrics).
 1.4 Reconfigure the CHLA office to increase focus on member services and Sales. **(Complete).**
 ⇒ Hire Sales Staff **(Complete).**

✓ S.O #2: Develop/Implement an Effective CHLA Organizational Model

2.1 Clarify and implement roles and responsibilities for Staff, Standing Committees, Board and Officers. **(Complete).**
 ⇒ Reconfigure the existing Committee structure **(Complete).**
 ⇒ Executive Committee as review and approval body **(Complete).**
 2.2 Develop/implement CHLA policies and procedures and update the bylaws (e.g., HR handbook, Board handbook). **(Complete).**
 2.3 Develop an effective onboarding process for all members of CHLA plus all Committees/Board members. **(Complete).**

✓ S.O #3: Identify and Develop Critical Strategic Partnerships

3.1 Identify and prioritize the critical-few strategic partnering relationships (e.g., CTO, CRA, Visit Denver). Engagement plan required for each. **(Complete).**
 ⇒ Shared initiatives identified and in process
 3.2 Develop a comprehensive strategy for our Allied partners (i.e., metrics required).

S.O #4: Strengthen CHLA's Financial Position

4.1 Develop a 2015 and 2016 financial proforma based upon the Strategic Plan (i.e., includes all budget elements; includes a reserve account target). **(Complete).**
 ⇒ Conduct audit by outside auditors (complete by June 2015) **(Complete).**
 4.2 Explore restructuring the CHLA dues structure (i.e., requires compelling value proposition; investigate benchmarks in other states).

Note: Bold indicates immediate priority. S.O #1, 2 and 5 will be completed by June 2015.

Colorado Hotel and Lodging Association Strategic Plan (2015-2019)

Strategic Objectives and Initiatives (2015/2016) "What?"

Action Plans "How?"

Strategy
Champions

✓ S.O #5: Increase Legislative Impact

5.1 Evaluate and clarify expectations and deliverables from the CHLA lobbyist. **(Complete).**
 ⇒ Contract in place

5.2 Repurpose/re-energize the Legislative Committee (i.e., define roles and responsibilities; formalize the process; identify issues and educate; proactive vs. reactive). **(Ongoing- in process).**
 ⇒ Legislative Review Task Force in place

5.3 Grow existing legislative fundraising events. Increase revenue by "20%".

S.O #6: Optimize the Portfolio of CHLA Programs and Services

6.1 Reevaluate the CHLA education program. **(Ongoing).**

6.2 Gather Voice of Member and compare to existing member programs/services. Add/subtract programs and services as required (i.e., tie to Allied member strategy).

Note: **Bold** indicates immediate priority. S.O #1, 2 and 5 will be completed by June 2015.