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# Colorado Hotel and Lodging Association (CHLA) Strategic Plan Review/Update

November 12, 2017

## Review of Current Plan Progress/Carry Forward Analysis

Before determining “what’s next” regarding the Strategic Plan, a brief analysis of progress of the current initiatives was conducted. The Executive Committee was also asked to determine whether the goals should be carried forward as currently written, need to be reframed, or are operationalized and no longer of strategic importance/complete.

***Goal 1: Execute a targeted customer focus that ensures the association achieves long-term financial success and fits our allocation resource goals.***

2017 Accomplishments	Unfinished
<ul style="list-style-type: none"> <li>• Business Development Committee</li> <li>• Bigger commitments from Allied Members</li> </ul>	<ul style="list-style-type: none"> <li>• Profiles</li> <li>• Bigger companies</li> <li>• Allied financial commitment</li> <li>• Allied sales strategy</li> <li>• Increase revenue</li> <li>• Define value proposition:               <ul style="list-style-type: none"> <li>○ Broad level</li> <li>○ Constituent level (Allied)</li> </ul> </li> <li>• Allied strategy overall</li> </ul>
<p><b>2018 Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Reconvene Dues Committee</li> <li>• Allied dues structure</li> </ul>	
<p><b>Carry Forward:</b> Yes</p> <p><b>Added summary heading:</b> Strategic Membership Growth</p>	

***Goal 2: Reorganize the board structure with key players to engage the change agents we already have and to identify and bring new change agents to the board of directors for both peer-to-peer engagement and association success.***

2017 Accomplishments	Unfinished
<ul style="list-style-type: none"> <li>• Bylaws changes from restructure</li> <li>• Review current board and identify 2018 slate</li> <li>• Governance committee met and created new structure</li> <li>• Board adopted restructure</li> </ul>	<ul style="list-style-type: none"> <li>• Change agent identification and recruitment</li> <li>• Implementing other governance tools</li> </ul>
<p><b>2018 Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Implementing dashboard</li> </ul>	
<p><b>Carry Forward:</b> Yes, but reframe.</p> <p><b>Rewritten goal statement:</b> Create a culture that drives board involvement and effectiveness.</p> <p><b>Added summary heading:</b> Optimize Board Engagement and Effectiveness</p>	

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<b>Goal 3: Create strategic events supporting networking, education and fun in order to grow our industry relationships, collaborate, gain knowledge and strength.</b>	
<b>Accomplishments</b>	<b>Unfinished/Challenges</b>
<ul style="list-style-type: none"> <li>• MDLC Golf tournament sold out</li> <li>• DDDG initially new and fresh – does it need a refresh?</li> </ul>	<ul style="list-style-type: none"> <li>• Time poverty is a huge issue</li> <li>• Legislative readiness Golf event struggled</li> <li>• Signups for Annual Conference – members looked at it as a Board Retreat</li> <li>• Big brands have a lot of internal programs that offer what CHLA offers</li> <li>• Establish Events Committee – know goals for events</li> </ul>
<b>Carry Forward:</b> Yes	
<b>Added summary heading:</b> Refine Event Strategy	

## Updated Goals and Key Objectives – Revised 11/12/2017

### Goal #1 – Strategic Membership Growth

*Execute a targeted customer focus that ensures the association achieves long-term financial success and fits our allocation resource goals.*

**Ownership:** Executive Committee

**Timeframe:** Completion by Dec 2017 for 2018 implementation

#### Key Objectives

1. Reconvene Dues Committee
  - Ownership:** Dues Committee Chair
  - Timeframe:** Q1 2018 – **COMPLETED**
2. Create and produce sales collateral that articulates our value proposition
  - Ownership:** Sales person, Peter
  - Timeframe:** Q1 2018
3. Evaluate the overall allied strategy
  - Ownership:** Executive Committee – Address and bring up to board
  - Timeframe:** Q1 2018

## **Goal #2 – Optimize Board Engagement and Effectiveness**

*Create a culture that drives board involvement and effectiveness.*

**Ownership:** Executive Committee, Ad-hoc board committee, facilitator

**Timeframe:** Initiate work in 2017 with new board in 2018

### Key Objectives:

1. Build and refine BD Committee  
**Owners:** Chair of Committee, Staff liaison  
**Timeframe:** Q1 2018
2. Assigning tangible tasks to BOD members  
**Owners:** Exec Committee  
**Timeframe:** Q1 2018

## **Goal #3 – Refine Event Strategy**

*Create strategic events supporting networking, education and fun in order to grow our industry relationships, collaborate, gain knowledge and strength.*

**Ownership:** Executive Director, Event Coordinator (to be hired), Event Committee with two EC members and 2 ad-hoc board members

**Timeframe:** Summer meeting 2017

### Key Objectives:

1. Establish overall fundraising goals  
**Owner:** Exec Committee and Ad-hoc Events Committee  
**Timeframe:** Establishing goals Q4 2017
2. Work to design events to accomplish those goals  
**Owner:** Ad hoc Events  
**Timeframe:** Q4 2017 and Q1 2018
3. Evaluate Annual Meeting Content and Stars of the Industry  
**Owner:** EC and Ad-hoc events Committee  
**Timeframe:** Q4 2017 and Q1 2018