

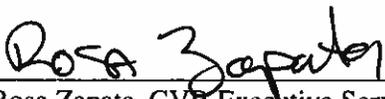
**NOTICE OF WORKSHOP**  
**CITY OF SOUTH PADRE ISLAND**  
**CONVENTION AND VISITORS ADVISORY BOARD**

NOTICE IS HEREBY GIVEN THAT THE CONVENTION AND VISITORS ADVISORY BOARD OF THE CITY OF SOUTH PADRE ISLAND, TEXAS WILL HOLD A WORKSHOP ON:

**TUESDAY, NOVEMBER 21, 2017**  
9:00 A.M. AT THE MUNICIPAL BUILDING,  
CITY COUNCIL CHAMBERS, 2<sup>ND</sup> FLOOR  
4601 PADRE BOULEVARD, SOUTH PADRE ISLAND, TEXAS

- 1) Call to order.
- 2) Pledge of Allegiance.
- 3) Public announcements and comments: *This is an opportunity for citizens to speak to the Convention and Visitors Advisory Board relating to agenda or non-agenda items. Speakers are required to address the Convention and Visitors Advisory Board at the podium and give their name before addressing their concerns. (Note: State law will not permit the Advisory Board to discuss, debate or consider items that are not on the agenda. Citizen comments may be referred to Convention and Visitors Bureau staff or may be placed on the agenda of a future Convention and Visitors Bureau Advisory Board meeting).*
- 4) Clarifying the role of the CVA Board and related Board assignments.
- 5) Discussion and recommendations on the following topics. Potential additional discussion and action may follow on Wednesday, November 29<sup>th</sup> CVA Regular Board Meeting.
  - a. Creation of potential subcommittees and establishing a permanent marketing subcommittee.
  - b. Dashboard development-Metrics and Analytics.
- 6) Adjournment.

DATED THIS THE 16th DAY OF NOVEMBER 2017.

  
\_\_\_\_\_  
Rosa Zapata, CVB Executive Services Specialist

I, THE UNDERSIGNED AUTHORITY, DO HEREBY CERTIFY THAT THE NOTICE OF MEETING FOR THE CONVENTION AND VISITORS ADVISORY BOARD OF THE CITY OF SOUTH PADRE ISLAND, TEXAS IS A TRUE AND CORRECT COPY OF SAID NOTICE AND THAT I POSTED A TRUE AND CORRECT COPY OF SAID NOTICE ON THE BULLETIN BOARD AT THE CITY HALL/MUNICIPAL BUILDING ON November 16, 2017, at/or before 5:00 P.M. AND REMAINED SO POSTED CONTINUOUSLY FOR AT LEAST 72 HOURS PRECEDING THE SCHEDULED TIME OF SAID MEETING.



  
\_\_\_\_\_  
Rosa Zapata, CVB Executive Services Specialist

THERE MAY BE ONE OR MORE MEMBERS OF THE SOUTH PADRE ISLAND CITY COUNCIL ATTENDING THIS MEETING, AND IF SO, THIS STATEMENT SATISFIES THE REQUIREMENTS OF THE OPEN MEETINGS ACT.

THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR ACCOMMODATIONS OR INTERPRETIVE SERVICES MUST BE MADE 48 HOURS PRIOR TO THIS MEETING. PLEASE CONTACT BUILDING OFFICIAL DAVID TRAVIS; ADA RESPONSIBLE PARTY AT (956) 761-8103.

**CITY OF SOUTH PADRE ISLAND  
ADVISORY BOARD WORKSHOP  
AGENDA REQUEST FORM**

**MEETING DATE:** November 21, 2017  
**NAME & TITLE:** Wally Jones, CVA Chairman  
**DEPARTMENT:** Convention and Advisory Board

**ITEM**

Clarifying the role of the CVA Board and related Board assignments.

**ITEM BACKGROUND**

**BUDGET/FINANCIAL SUMMARY**

**COMPREHENSIVE PLAN GOAL**

**LEGAL REVIEW**

Sent to Legal:                      YES: \_\_\_\_\_                      NO: \_\_\_\_\_

Approved by Legal:                YES: \_\_\_\_\_                      NO: \_\_\_\_\_

Comments:

**RECOMMENDATIONS/COMMENTS**



# **Strategic Planning Workshop Themes for Action UPDATES**

Dan Decker, Facilitator

April 2017

# MISSION: DEFINING THE PATH

The City of South Padre Island Convention and Visitors Bureau's mission is to position South Padre Island as a premier destination through brand integration, thus driving year-round, sustainable economic growth and quality of life.

## 1 YEAR

- There are immediate needs to establish a foundation to the strategic plan including an **OWN THE ISLAND** initiative.
- Tourism is the primary driver of economic development on the Island. First role clarity within the CVB and Board is critical. Ownership clarity, unification and potential consolidation of leadership across the Island is vital.
- A **YEAR ROUND DESTINATION** product plan.

## 3 YEAR

- There is a need for development of deep file of **RESEARCH**. Knowing your stakeholders, customers and competition is a key strength and places the SPI CVB in a position of power. A “know them better than they know themselves” strategy can be affordable, valuable and provide a significant ROI.
- There are important times and specific issues when it is critical to **WORK WITH MSA PARTNERS**. These key areas need to be identified and communicated.

## 5 YEAR

There is a need for direction, a measurable path of consistent and cohesive execution... a **STRATEGIC PLAN**. This plan first requires role clarity, ownership, buy-in and a strong stakeholder communication plan. When followed consistently this plan will drive faster decisions and results, creating *Strategic Velocity*.

# 1 YEAR

- There are immediate needs to establish a foundation to the strategic plan including an **OWN THE ISLAND** initiative.
- Tourism is the primary driver of economic development on the Island. First role clarity within the CVB and Board is critical. Ownership clarity, unification and potential consolidation of leadership across the Island is vital.
- A **YEAR ROUND DESTINATION** product plan.

## **ACTIONS TAKEN IN 2017**

1. The CVA Board is taking on “role clarity” as a part of today’s workshop.
2. As part of one of the CVB DMAIC’s the group is focusing on developing a process for regular interaction and a more solid relationship between the Chamber/EDC/CVB as quickly as possible.
3. More than one of the DMAIC processes in play is investigating product development for the Island, a significant portion of which could fall under the category of “year-round destination product.”
4. The Venue Tax that was passed this year is giving our community a lot of potential input into product development, including several venues/activities which lend to boosting SPI visitor appeal as a year-round destination.

# 3 YEAR

- There is a need for development of a consistent file of **RESEARCH**. Knowing your stakeholders, customers and competition is a key strength and places the SPI CVB in a position of power without always exerting muscle. A “know them better than they know themselves” strategy can be affordable, valuable and provide a significant ROI.
- There are important times and specific issues when it is critical to **WORK WITH MSA PARTNERS**. These key areas need to be identified and communicated.

## ACTIONS TAKEN IN 2017

1. With Young Strategies and UTRGV, we are underway with two research programs that will provide a solid data foundation and ongoing insights for improved sales and marketing and effective visitor friendly product development.
2. The recent hiring of an Events Development/Packager manager is showing promise in expanding our off-season marketing emphasis on special events development for weekend and convention sales midweek.
3. Semana Santa special offers development with hotels and VRM's had opened new communications with our primary stakeholders including additional special deal programs like the one for Fall/Winter that is supported by more than 20 hotels and VRM's to diminish the impact of Hurricane Harvey.
4. In another DMAIC process there is energetic exploration of instituting a hospitality training program for frontline service personnel all over the Island. The “Service Excellence” over time would definitely pull together a wide variety of industry partners and some residents with the CVB.

# 5 YEAR

- There is a need for direction, a measurable path of consistent and cohesive execution... a **STRATEGIC PLAN**. This plan first requires role clarity, ownership, buy-in and a strong stakeholder communication plan. If followed consistently this strategic plan will drive faster decisions and results, creating *Strategic Velocity*.

## **ACTIONS TAKEN IN 2017**

1. The Young Strategies research project has, at its heart, an aggressive development of research and data that will be the map for a “direction and a measurable path of consistent and cohesive execution,” as called for in the 5 year page of the Young Strategies presentation/contract.
2. In the following timeline slide, the process culminates in a Strategic Plan that will be immediately applicable to our destination, and can be adjusted and updated to stay relevant over the next 5 year period.

# PROJECT SCHEDULE

<b>Project Initiation</b>						
	<b>Recon Visit</b>					
		<b>Lodging/Rental Survey, STR Analysis and Hotelier Interviews</b>				
		<b>Visitor Research (online surveys) : current and potential visitors &amp; Awareness Image Survey</b>				
					<b>Community Leaders SWOT/GAP</b>	
					<b>Strategic Planning Workshop</b>	<b>Strategic Action Plan</b>
<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>



# Changing DMO Board Dynamics New Approaches

Berkeley Young, President  
Young Strategies

# YOUNG STRATEGIES, INC

- Destination research and strategic planning
- Research for 100+ destinations in 27 states
- Communities, regions and states
- Travel industry focused
- National research data and trends analysis
- Writing and speaking
- Board workshops & planning sessions
- Listening to travelers

# Learning Objectives – DMO Best Practices

Proper Board size and Composition

Job descriptions for board members

Effective methods for running a board meeting

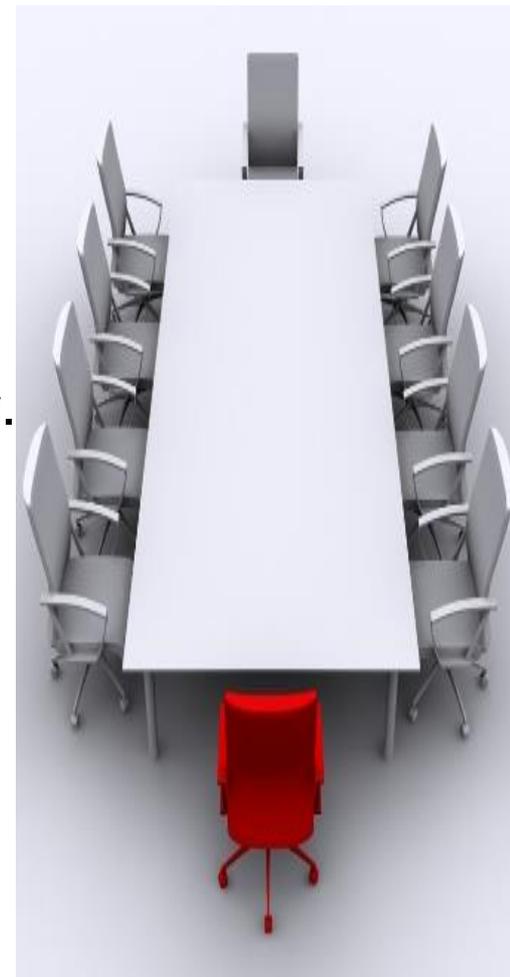
Do's and DON'Ts of board/staff interactions

Key components of a board manual

New board member training begins with “WHY”

# Introduction

- A DMO is an economic development agency.
- DMOs have a Board of Directors.
- Boards are comprised of travel industry, civic and community leaders.
- DMO Leaders are not always from the travel industry.
- Leaders may not understand the difference between a DMO and most of the non-profit Boards on which they serve!
- Leaders may know the travel industry and not know the best way to contribute to the success of a DMO.
- This session explores the role of a DMO Board and the best practices for the staff to provide guidance to the board and the Board to provide guidance to the staff.

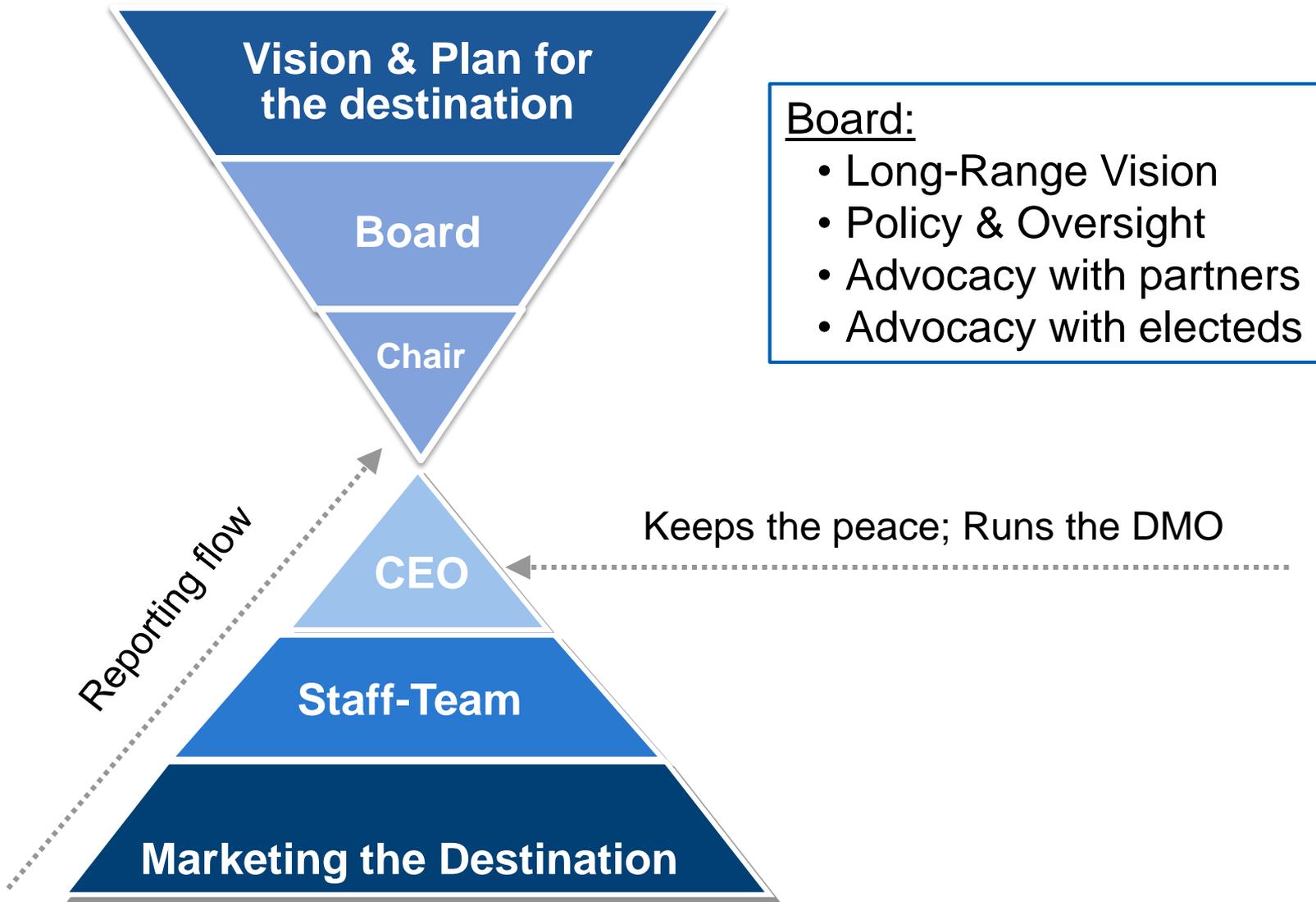


# Community leadership has changed in the last 20 years



- The typical DMO program of work has become increasingly technical.
- Your By-Laws were probably written pre-Internet, pre-smart phone, pre-social media, pre-digital everything!
- Every leader has less free time and yet, more demands for their time and DMOs are expecting more of their time and knowledge.
- DMOs are unlike any other community organization.
- DMO Boards should NOT function like other community organization Boards.
- By-Laws should be re-written to address the changing time constraints of Board members and the changing dynamics if the travel industry.

# Reporting Structure



# The Make-up of a Board

## Board Leadership

- The big “WHY” - Purpose
- Clearly defined role(s)
- Proper & effective communication
- Knowledgeable Board
- **Long range vision for destination**
- Fiduciary Oversight is Critical

## The Ideal Board

- Ideal Board size – 9-12 not 20
- Stakeholders with broad representation
- Nominating committee
- Term limits – 3 year terms staggered
- Board roles: Officers and Committees
- 4-6 meetings per year
- One-hour EFFICIENT meetings

## Board Members Must...

- Have job descriptions
- Be an officer or committee chair
- Recruit their own committee members
- All board members **MUST** have specific assignments or they will create their own

# The Board Meeting

- The Hour of Power
- Roberts Rules of Order
- Bi-monthly or quarterly
- Chair is in charge & President/CEO leads
  - Identify future board members
  - Provide leadership and direction
  - Control and direct content & discussion
  - Ensures board supports overall program of work
  - Top priority for Chair is support the President/CEO and lead board meetings and overall communication
- Perception of organization
- Reporting & taking action, not problem solving (committees do the work)
- Move around meetings
- Executive committee
- Pre-meeting agenda review
- Structure is critical!
- Board manuals at every meeting



# Conducting the Meeting



- Assign seats
- Board chair in the middle, President/CEO opposite
- Keep time with clocks
- Clear agenda
- Structure - Robert's Rules
- Orientation for new members
- Start with the “Why’s”

# New Board Member Training

CVB BOARD ORIENTATION AGENDA

July 25, 2015

Welcome & Introductions.....Board Chair

Review of Board Manual Contents.....President/Director

- CVB background & History
- Legislation
- By-Laws
- Operating Policies – Employee Handbook
- Organizational Chart
- Financial Reports
- Research

Introduction to Staff.....President/Director

- Marketing – Marketing Plan
- Sales – Sales Plan
- Operations – Operations Plan
- Servicing – Servicing Plan
- Partnership – Partnership Plan

Overview of Board Responsibilities.....Board Chair

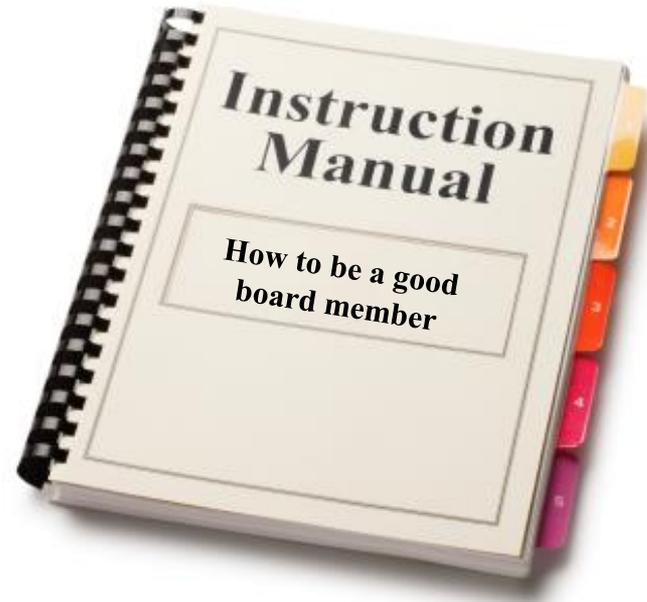
- Loyalty
- Obligation
- Conflicts of Interest
- Unity
- Open Mindedness
- Visibility
- Meetings and Attendance
- Hand-out Roberts Rules of Order

Questions & Discussion

New Board members  
**MUST** go through  
training before  
attending a meeting

# The Board Manual

- Names/Assignments
- Legislation & By-laws
- Job descriptions
- Previous minutes
- Organizational charts, etc
- Roster & Attendance list
- Roberts Rules of Order – one pager
- Marketing Plan & Budgets
- Glossary of terms
- Any necessary documents



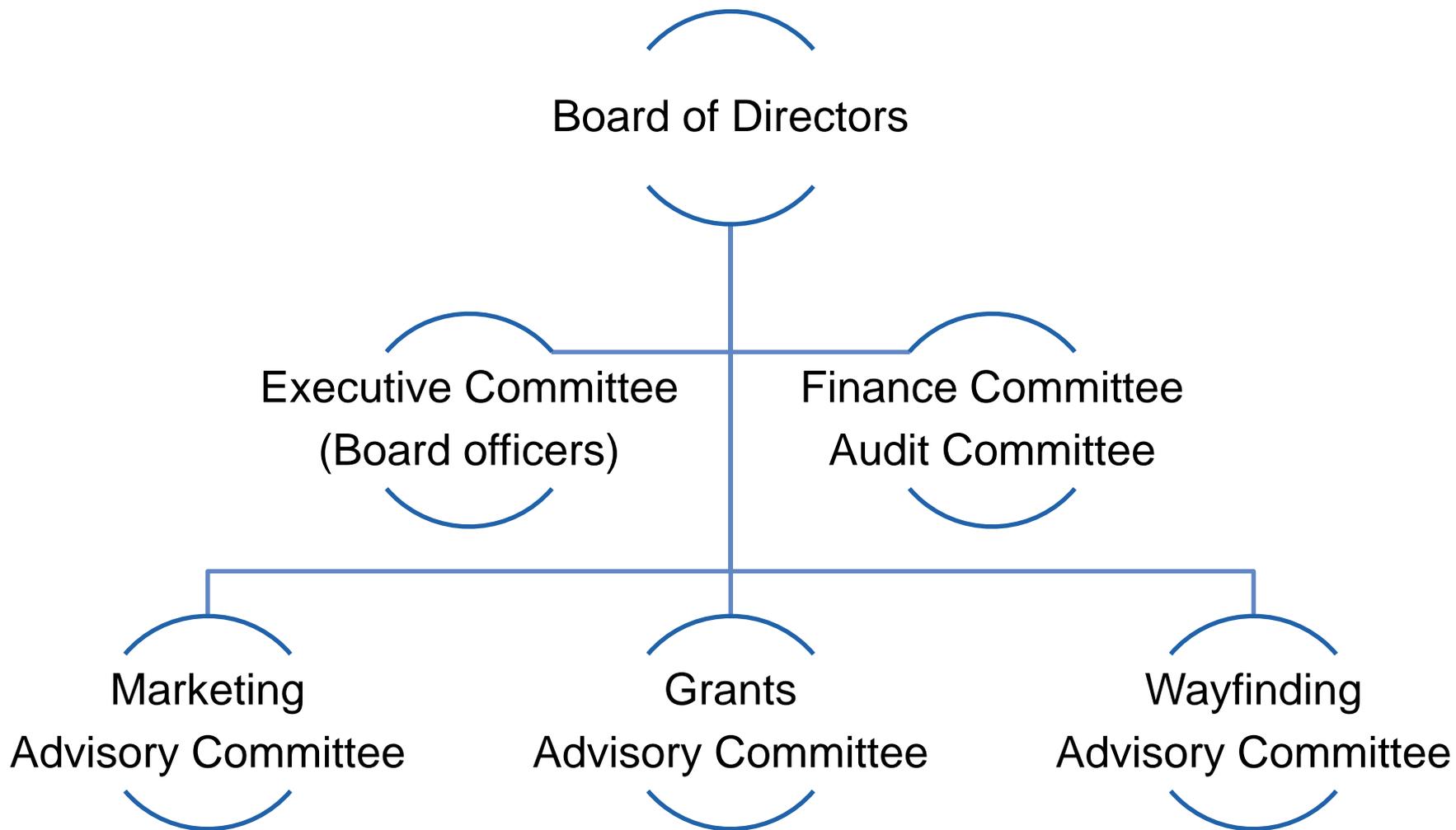
# Online Board Management Software

- DMOs best practices include an app or sharing software to connect with Board members and eliminate paper “Board Meeting Packets”.
- Manage Board Materials, Organizational Information, Meetings and Activities
- Track and Measure Board Member Engagement
- Ensure Compliance, Drive Good Governance, Mitigate Risk

BoardEffect



# Board Structure



# Ins and Outs of Committees

## Committee Structure

- **Required Committees (By-Laws):**
  - Executive
  - Finance + Audit (separate)
  - Nominating
- **Optional Advisory (oversight only):** Marketing, Sports/group, Partnership/ Community engagement
- **Optional Advisory (working):** Signage & Wayfinding, Destination Development, Advocacy
- Committee chairs are always Board members appointed by the Board
- Committee members don't have to be on the Board
- Every Board member should serve on a committee

## Committee Meetings

- Scheduled by committee chair, President & Board Executive committee must be notified
- Dates reported and open to full board
- Take place at organization offices as much as possible
- President or designated staff person should attend
- Board Chair is Ex Officio on all committees
- Staff person helps prepare agenda
- Assign duties to committee members
- Oversight committees receive reports and plans from staff, ask questions, provide input and report back to the Board

# STOP Retreating – get a VISION

## Five Year Strategic Vision Process

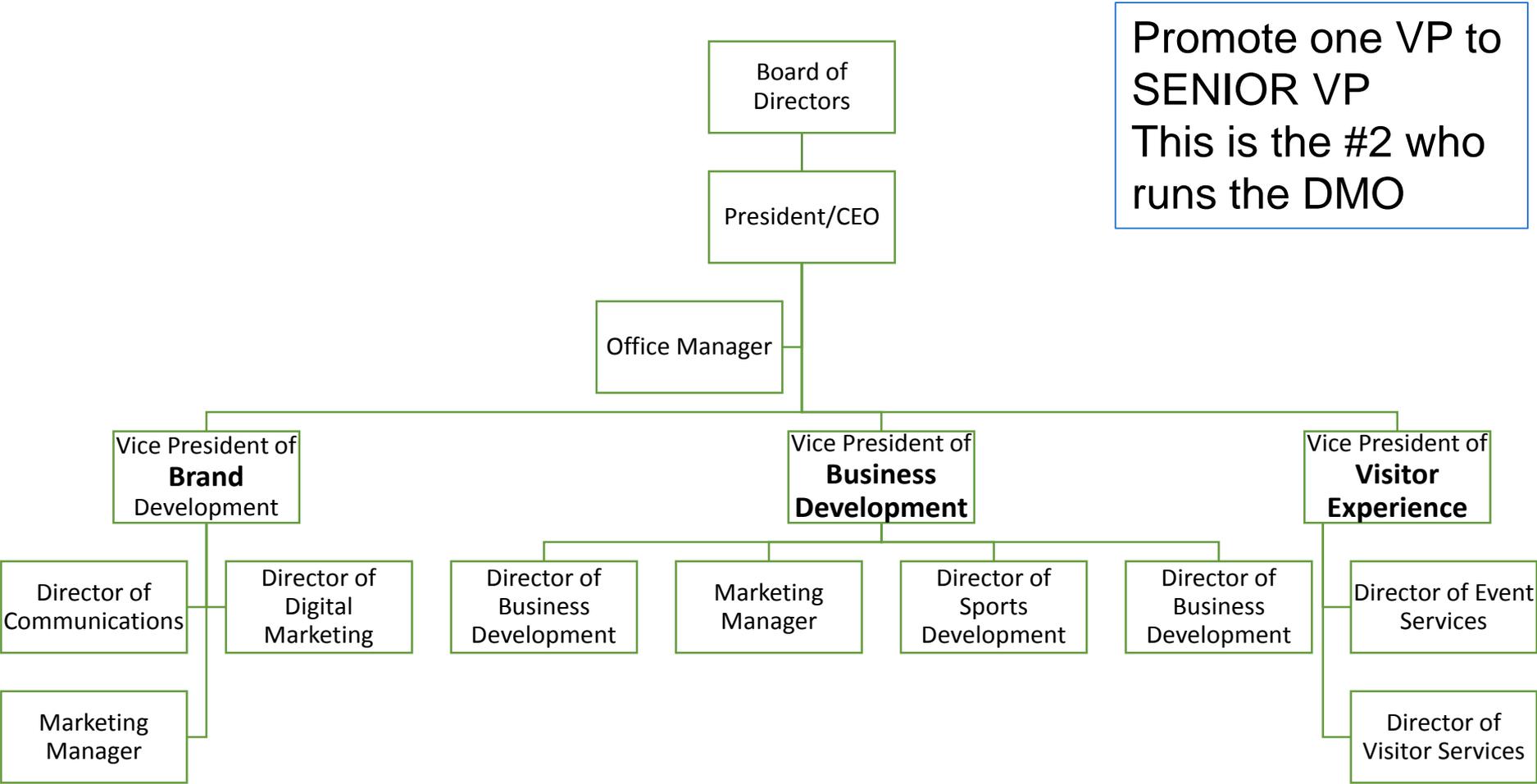
### Retreat (every 3-5 years)

- **GOAL: 5 Year Vision Plan**
- Research as a base
- Survey all leaders
- New, exciting trends
- Identify major strategic objectives
- Detailed job descriptions for both staff and board
- Board is Policy, oversight, community
- Committees & staff working together
- Staff makes it happen & Reports!

### Annual Review (2 hours)

- Board chair leads
- Agenda is the 5 year plan
- Review every strategy in the plan
- Review new research
- Review assignments & execution
- Only if there are **MAJOR CHANGES** schedule a **RETREAT!**

# Staff Structure



Promote one VP to SENIOR VP  
This is the #2 who runs the DMO

# The End Result

- Organization that takes charge of the board and implements an effective committee structure
- It will be perceived in the community as an effective and efficient agency
- The organization will not be in a defensive position
- Community leaders will be eager to serve on the Board that is known for efficiency and producing results





# Do You Have Any Questions?

**Warning: questions may  
keep the class late, just  
sayin**

# Instructor Contact Information

Berkeley Young,  
Young Strategies, Inc

[byoung@youngstrategies.com](mailto:byoung@youngstrategies.com)

704-677-4018

704-770-3333

Facebook: Young Strategies

LinkedIn: Berkeley Young



## Community & Destination Board Leadership

This session will address the organization, structure and goals of an appointed public/ community boards with an emphasis on tourism boards. Additional emphasis will be placed on the working relationship between the board and the organization staff. The key points are:

- Board and staff must have clearly defined roles (job descriptions).
- The staff President/CEO has sole responsibility for keeping the peace between and within the board and staff. Proper and effective communication must be structured.
- Most or all of the board seats must come from a knowledge base. EX: a travel/tourism board should have a super-majority representation from the local travel industry.
- The board meetings are critical to the board's perception of the organization.

### I. Creating the Ideal Board

The first key to an effective board lies in the size and structure of the board. The guidelines below show the most effective way to structure your board. You will most likely have to revise your By-Laws to make this happen.

- Ideal Board Size - **Nine members (no more than twelve)**
- Who should serve on a board? Stakeholders!  
(Make sure that Board members have a broad vision for the community  
Example – Travel Industry/DMO Board:
  - ❑ 1/4 lodging representatives
  - ❑ 1/4 attractions representatives
  - ❑ 1/4 tourism related business representatives
  - ❑ 1/4 business community leaders
- How should the Board representatives be appointed?
  - ❑ A nominating committee reports to the Board Chair
  - ❑ City or County elected officials can ratify the nominations
- Term Limits? – good & bad – they get rid of good board members too!
  - ❑ 3-year terms- staggered (1/3 of the board changes each year, one from each category)
  - ❑ Two term limit (six years) – small communities often have few potential board members
  - ❑ Miss 1/3 of the meetings in a year and you are off the board
- Board Roles:
 

<u>Officers</u> Chair Vice-Chair Secretary Treasurer	<u>Committees</u> Executive Committee (4 Board Officers) Finance/Grants Marketing & Research Leadership & Training
--	--
- Board members must:
  - ❑ Have job descriptions written by President/CEO & Chair.
  - ❑ Be an officer or a committee chair (a defined role with specific duties).
  - ❑ Recruit their own committee members from the community, thus creating broad participation in organization activities and provides a training ground for future board members.
  - ❑ All board members MUST have specific assignments or they will create their own!

## **Community & Destination Board Leadership**

---

### **II. The Board Meeting**

The board members' perception of the organization is formed at board meetings. Board meetings are critical to solidify the perception of the organization as a well-organized and efficient operation. Board meetings are for reporting and taking action (one hour meetings). The actual problem solving should occur at the staff and committee level.

The staff President/CEO is paid to lead the organization. This leadership begins with the board. The staff President/CEO should identify future board members, provide leadership and direction to all board members, control and direct the content and discussion at all board meetings and make sure the board supports the overall program of work of the organization. The board and its meetings and overall communications should be a top priority for the staff President/CEO.

- Board meetings should be held monthly at most. Cancel unnecessary meetings! Many organizations are now meeting every other month and may take the summer off.
- Hold board meetings at sites in the community to keep the Board in touch with the industry.
- The Executive Committee should meet as called by the Chair. Executive Committee can take critical action needed to support the staff.
- The staff President/CEO should meet with the board chair prior to each board meeting to review the agenda for the meeting and brief the chair on all issues.
- The staff President/CEO insures an efficient well-run meeting by training the board chair and board members in the proper way to run an efficient meeting. Structure is critical!
- Staff President/CEO should have board manuals and/or online access to critical documents at every meeting. Board online/manuals contain the following components:
  - Board member name and committee assignment on cover
  - Governing legislation and By-Laws
  - Board roster and meeting attendance list
  - Board member job descriptions
  - Abbreviated Roberts Rules of Order
  - Elected officials roster
  - Minutes of previous meetings (two years)
  - Marketing Plan & Budgets
  - Staff job descriptions and organization chart
  - Information specific to the organization
- At the board meeting the board manual, the agenda and any related handouts for discussion should be placed at each board members assigned seat (separate trouble makers!).
- The board Chair should sit at one end of the table and the staff President/CEO at the other end of the table.
- A large clock on the wall can keep a meeting on schedule (try two clocks!).
- The agenda should clearly state the time for adjournment.
- The board Chair must run the meeting with a firm gavel utilizing Roberts Rules of Order.
- Each year the staff President and Board Chair should conduct an orientation session for all new Board members and review their job descriptions.

The staff President/CEO is responsible for staffing all board meetings and staff members should attend only at the request of the President to report on specific issues. The board must understand that the President/CEO reports to them and the staff reports to the President/CEO. The board should not undermine the President/CEO's authority by going directly to individual staff members without the knowledge of the President/CEO.

Please contact Berkeley Young for permission to reproduce this document

## Community & Destination Board Leadership

### III. Teamwork – The Board and Staff Working Together

#### Reporting Structure

Board

|

President/CEO/ED

|

Staff

The staff President/CEO has sole responsibility for keeping the peace between and within the board and staff. Structure is critical! The President/CEO must enforce the use of the committee structure outlined below.

#### Committee Structure Guidelines

A committee structure keeps the community board constructively involved in the work of the organization. Without a structured system for their involvement the local community leaders will resort to questioning the work of the organization and the organization will remain on the defensive. This committee system is designed to keep the organization in control of the overall program of work...community-wide tourism promotion.

- Staff and board must have detailed job descriptions.
- The Board must work with the organization through the committee system.
- Hold retreats as needed. Many annual retreats are stale and repetitive.
- Committees and staff working together:
  - ❑ Committee chairs (board members) should schedule committee meetings and report these dates and times at the monthly board meeting.
  - ❑ Committee meetings should take place at the organization offices.
  - ❑ The appropriate organization department head should staff each committee meeting.
  - ❑ The organization President should attend committee meetings as much as is possible but allow the appropriate staff & committee chair to lead the meeting.
  - ❑ The organization staff person should work with the committee chair (board member) to prepare the committee meeting agenda in advance.
  - ❑ The organization staff person should control the content of the meeting.
  - ❑ The organization staff person should find assigned duties for committee members (keep them actively involved or they will find their own way to occupy their time).

#### **The End Result:**

**The organization that has a strategic plan for the board and implements an effective committee structure will be perceived in the community as an effective and efficient agency. Further the organization will not be in a defensive position and community leaders will be eager to serve on the Board that is known for efficiency and producing results.**

Please contact Berkeley Young for permission to reproduce this document

**CITY OF SOUTH PADRE ISLAND  
ADVISORY BOARD WORKSHOP  
AGENDA REQUEST FORM**

**MEETING DATE:** November 21, 2017  
**NAME & TITLE:** Wally Jones, CVA Chairman  
**DEPARTMENT:** Convention and Advisory Board

**ITEM**

Discussion and recommendations on the following topics. Potential additional discussion and action may follow on Wednesday, November 29th CVA Regular Board Meeting.

- a. Creation of potential subcommittees and establishing a permanent marketing subcommittee.
- b. Dashboard development-Metrics and Analytics.

**ITEM BACKGROUND**

**BUDGET/FINANCIAL SUMMARY**

**COMPREHENSIVE PLAN GOAL**

**LEGAL REVIEW**

Sent to Legal:                      YES: \_\_\_\_\_                      NO: \_\_\_\_\_

Approved by Legal:                YES: \_\_\_\_\_                      NO: \_\_\_\_\_

Comments:

**RECOMMENDATIONS/COMMENTS**

**CITY OF SOUTH PADRE ISLAND  
ADVISORY BOARD WORKSHOP  
AGENDA REQUEST FORM**

**MEETING DATE:** November 21, 2017  
**NAME & TITLE:** Wally Jones, CVA Chairman  
**DEPARTMENT:** Convention and Advisory Board

**ITEM**

Discussion and recommendations on the creation of potential subcommittees and establishing a permanent marketing subcommittee.

**ITEM BACKGROUND**

Potential additional discussion and action may follow on Wednesday, November 29th CVA Regular Board Meeting.

**BUDGET/FINANCIAL SUMMARY**

**COMPREHENSIVE PLAN GOAL**

**LEGAL REVIEW**

Sent to Legal:                      YES: \_\_\_\_\_                      NO: \_\_\_\_\_  
Approved by Legal:                YES: \_\_\_\_\_                      NO: \_\_\_\_\_

Comments:

**RECOMMENDATIONS/COMMENTS**

**CITY OF SOUTH PADRE ISLAND  
ADVISORY BOARD WORKSHOP  
AGENDA REQUEST FORM**

**MEETING DATE:** November 21, 2017  
**NAME & TITLE:** Wally Jones, CVA Chairman  
**DEPARTMENT:** Convention and Advisory Board

**ITEM**

Discussion and recommendations on the Dashboard development-Metrics and Analytics.

**ITEM BACKGROUND**

Potential additional discussion and action may follow on Wednesday, November 29th CVA Regular Board Meeting.

**BUDGET/FINANCIAL SUMMARY**

**COMPREHENSIVE PLAN GOAL**

**LEGAL REVIEW**

Sent to Legal:                      YES: \_\_\_\_\_                      NO: \_\_\_\_\_  
Approved by Legal:              YES: \_\_\_\_\_                      NO: \_\_\_\_\_

Comments:

**RECOMMENDATIONS/COMMENTS**