



| ACRA Goals and Objectives |

Program Year's 2017-2019

January 1st, 2017-December 31st, 2019

The Aspen Chamber Resort Association (ACRA) is a non-profit, community organization dedicated to supporting the business community and enhancing the visitor experience. The ACRA is a unique blend of a traditional business chamber and a visitors' bureau made up of approximately 750 local businesses, a strong, diverse board of directors, and a talented staff.

VISION:

Creating an environment for Aspen to thrive.

MISSION:

Attract visitors to the resort, foster a dynamic Aspen experience, and provide valuable member benefits to support a sustainable local economy.

GUIDELINES:

- Tell our story better, both as a community and as an organization.
- Find better ways to listen to our community and membership.
- Set realistic operational and financial goals.
- Actively participate in the planning for the future of our community.

TAGLINE:

Defy Ordinary

Introduction

This strategic plan serves as the roadmap for the Aspen Chamber Resort Association. It provides a framework and philosophy for Board governance and staff management of our organization.

The ACRA Board of Directors held a retreat in November 2015, facilitated by Candra Canning, to create the new vision statement for the ACRA. Another retreat was held in November 2016, facilitated by Steve Wickes, to give direction to the ACRA staff for creation of the new mission statement for the organization. December 2016 through March 1st, the staff worked with committee members to formulate objectives for the new 3 year strategic plan and then flushed out all the goals and strategies.

Duration of the Plan: 3 Year rolling plan

It was agreed that the plan would cover a period of three years – January 1st, 2017 through December 31st, 2019 and would be reviewed on a yearly basis.

Plan Sustainability

The plan should be the primary guide for current and future officers, board members, committees, and staff. Annually, it should be reviewed for progress and then updated as needed. At a minimum, it should be reviewed in detail at a board planning retreat every year.

Planning Terms

The mission statement should identify the organization, who it serves, and what it offers. A vision statement reflects how the organization envisions itself as it moves forward into the future. A goal is synonymous with an objective and is broad in scope. The stated goals should drive most efforts, including budgeting, staffing, and committee assignments. Organizations generally set three to seven goals. Within each of the goals are strategies. Strategies are suggested approaches for leadership, committees, staff, and contractors to achieve the mission, vision, and goals.

Goals and Strategies

The following pages summarize the primary goals and accompanying strategies to guide the board and staff over the next three years.

Organization

In developing this document, we have assigned goals, objectives and strategies to align with the new vision and mission statements. Finally, we have identified a series of key action steps to guide our operations in the years to come.

| MEMBERSHIP |

Objective: Provide extensive marketing and advertising support, valuable programming, networking opportunities and cost saving benefits to improve businesses bottom line.

A. Goal: Provide opportunities for members to network and foster business development.

Strategies:

- (1) Produce quarterly events to educate, inform and acknowledge member businesses.
- (2) Host "Business after Hours" events to showcase members and encourage business to business relationships.
- (3) Provide guest service resources to business owners, managers and employees.
- (4) Coordinate election and issue forums to showcase candidates and issues important to the local business community.

B. Goal: Augment employer's benefit packages with added value through benefits and partnerships.

Strategies:

- (1) Develop, continue, and grow partnerships with businesses and government that provide services to the local workforce on a discounted basis.
- (2) Expand advertising and marketing opportunities available to members.
- (3) Improve bottom line for member businesses, i.e. discounted services through partnerships, marketing and advertising support.
- (4) Quantify how much businesses will save by joining the Aspen Chamber Resort Association.

C. Goal: Be the leading source of local information for businesses, locals and visitors.

Strategies:

- (1) Research, format and disseminate demographic information for businesses and residents.
- (2) Coordinate and communicate with the City and County on economic sustainability, employee sustainability and emerging trends within the business community.
- (3) Develop and implement a seminar series focusing on business development.
- (4) Create a platform for member feedback, to monitor needs and interest of the members obtained through regular surveys, convening and feedback from the board of directors.

D. Goal: Be fiscally responsible, maximize sponsorship and partnership opportunities and create synergy between departments to take full advantage of profitability.

Strategies:

- (1) Manage income and expenses for annual membership budget, based on business trends and potential growth.

- (2) Annually invoice membership and create a dues structure that represents the potential value of benefits and marketing support.
- (3) Internal collaboration with special events, destination marketing and visitor services to maximize sponsorship and marketing opportunities.

| COMMUNICATIONS |

Objective: Provide high-quality communications that provide a flow of information to educate and promote ACRA and business/community issues.

A. Goal: Communicate with the members on a regular basis on important subjects and the value of membership with the ACRA.

Strategies:

- (1) Produce monthly “ACRA at Work” and “Business Radar” newsletters with an emphasis on business public affairs.
- (2) Meet with members on a regular basis and communicate issues that affect the business community.
- (3) Create annual Community Guide/Business Directory and member benefits brochure.
- (4) Promote membership by acting as a referral agent, by producing communication materials, strengthening social media messaging, Saturday Market exposure, and creating networking opportunities.
- (5) Use social media and technology innovation to maximize member communication and outreach.
- (6) Continue the evolution of website and technology in order to position ACRA as an industry leader.

B. Goal: Promote ACRA members by acting as a referral agent.

Strategies:

- (1) Distribute member information and educate visitors/locals on services through the four visitor centers and frontline staff.
- (2) Work with area associations and organizations to best represent the interest of the ACRA members.

C. Goal: Maintain membership database and website content daily.

Strategies:

- (1) Promptly reply to member updates to ensure relevant and timely online presence.
- (2) Run weekly reports on member status, invoice when appropriate and deactivate past due accounts.
- (3) Audit membership web pages to ensure accurate information.

| EMPLOYEE SUSTAINABILITY |

Objective: Become a valuable partner and resource for the business community to maintain a qualified and sustainable workforce.

A. Goal: Develop Employee Sustainability Committee to identify specific issues that are impacting the success and operation of valley-wide businesses.

Strategies:

- (1) Survey the entire membership, representing the employer and the employee with questions specific to employee sustainability.
- (2) Constitute a committee that represents the interest of the valley wide labor force.
- (3) Review City of Aspen Economic Sustainability Report and results from membership survey to identify challenges that directly impact the workforce.
- (4) Identify objectives and strategies based on information from the Economic Sustainability Report and membership survey.

B. Goal: Regionalization- work with valley-wide stakeholders on issues that directly impact businesses and employee's.

Strategies:

- (1) Submit benchmarks and strategies to the City of Aspen to create standards for workforce development.

| PUBLIC AFFAIRS |

Objective: ACRA to be viewed as a credible and valued resource on relevant issues and discussions.

A. Goal: Coalition building - Develop strategic partnerships that position the Chamber as a leader in building consensus for the purpose of strengthening.

Strategies:

- (1) Identify common goals between city and county government and business sector to ensure a proactive approach at the local level.
- (2) Ask staff, volunteer leaders, and members to serve on appropriate committees or boards where they can be most helpful.
- (3) Provide relevant input and information to community organizations, leaders and elected officials for issues, projects or decisions that could impact tourism, visitors, and business.
- (4) Serve as the convener/facilitator as appropriate on community business issues.
- (5) Increase collaboration between other area chambers across the Western Slope to influence area issues (i.e. transportation, housing.)
- (6) Develop City to City Visit Program to study identified issues and implement at least one City to City visit.

- B. Goal: Create positive community dialogue on tourism and business issues - Develop a year-round, community wide education/promotion plan to improve community alignment on general issues that impact tourism and business.**

Strategies:

- (1) Identify key community dialogues that impact the community's reception to tourism and business interests.
- (2) Craft promotional campaigns on targeted issues to create a positive engagement with the community.
- (3) Educate the public on targeted issues, providing basic metrics and information.
- (4) Create more opportunities to educate the community and our membership on the work of ACRA so that our interests and involvement are more commonplace.

- C. Goal: Targeted advocacy - Identify governmental/community issues upon which ACRA should advocate a position, to protect the sustainability of tourism and business.**

Strategies:

- (1) Stay abreast of current issues and concerns, convene and communicate on economic sustainability.
- (2) Continue to utilize and strengthen process filters for advocacy, so that the model provides clarity and direction for deciding when ACRA should advocate a position.
- (3) Educate the public on issues, providing basic metrics and information.
- (4) Coordinate and host candidate forums and events to provide the community and chamber membership with current information on governmental issues.

| DESTINATION MARKETING |

| LEADERSHIP |

Objective: Position ACRA's Destination Marketing as leaders in the community and industry.

- A. Goal: Implement best practices for DM contracts and proposals.**

Strategies:

- (1) Renew 5-year contract with City of Aspen in 2018.
- (2) RFP from all vendors to ensure highest ROI.
- (3) Review contracts with ACRA attorney for maximum efficiencies.

- B. Goal: Continue professional development for key staff.**

Strategies:

- (1) Encourage staff members to participate on a board of directors or industry committee.
- (2) Continued sales and marketing training at leading industry events, DMAI, DMA-West, MPI, and SITE.

C. Goal: Practice excellence in fiscal responsibility.

Strategies:

- (1) Manage budget to include financial reserves for economic downturns and partner requests.
- (2) Accurate tracking of group sales lodging revenue and lodging tax revenue on monthly basis.
- (3) Accurate and timely collection and payment of invoices with partners.
- (4) Maintain minimal variances per quarter when possible.
- (5) Quarterly meetings with ACRA President and Finance Committee for budget oversight and recommendations.

| MARKETING |

Objective: Position Aspen as a premier resort destination with initiatives and resources strategically allocated based on historical occupancy data.

A. Goal: Promote spring, summer and fall in Aspen to attract visitors to the resort.

Strategies:

- (1) Increase occupancy in spring and fall shoulder season. Spring: Memorial Day to Food & Wine. Fall: Week days in September and first two weeks in October.
- (2) Continue the success of the spring “Secret Season” and “Fall In Love” campaigns utilizing PR, social media, promotions, events and advertising campaign.
- (3) Implement a weighted advertising campaign to target the defined spring and fall seasons and maintain summer occupancy.
- (4) Attract a citywide group base for the spring and fall seasons and fill in additional need periods with leisure travelers.
- (5) Produce and distribute quality print collateral featuring trip highlights based on seasonality.
- (6) Positively promote the destination via our social media channels on a year-round basis.
- (7) Continue non-winter research every other season for visitor data that informs our marketing initiatives.
- (8) Collaborate with ACRA special events, membership and visitor services to implement initiatives that benefit the community.

B. Goal: Evaluate and evolve the brand platform.

Strategies:

- (1) Increase engagement with the brand via website & social media.
- (2) Conduct consumer research to see if brand still resonates with our audience.
- (3) Implement new marketing initiatives to increase reach of the brand.
- (4) Launch licensing and sales of brand merchandise to increase brand exposure.

C. Goal: Increase awareness of Aspen for Spring, Summer and Fall in key international markets.

Strategies:

- (1) Continue to develop and grow PR initiatives in UK and Germany in collaboration with Snowmass Tourism.
- (2) Implement PR campaign in the Mexico market and track success.
- (3) Evaluate emerging markets and opportunities to collaborate with partners on international efforts.
- (4) Continue cooperative advertising of the Aspen Snowmass brand with Brand USA outlets.
- (5) Conduct sales missions in key markets – selling Aspen to travel trade.
- (6) Continued collaboration with Colorado Tourism Office to expose Aspen to international markets.
- (7) Production and distribution of international language brochures in key markets.
- (8) Host FAM participants for first-hand experience in Aspen.

| INTERACTIVE |

Objective: Utilize interactive platforms to ensure ACRA is the best source of information during all phases of the travel planning process, while providing valuable exposure to members.

A. Goal: Increase traffic to aspenchamber.org, improve user experience and increase engagement.

Strategies:

- (1) Continue the evolution of website and technology to position ACRA as an industry leader.
- (2) Utilize heat mapping to understand the user experience and use data to improve functionality.
- (3) Improve search functionality on the website.
- (4) Continue focus on SEO and SEM and implement key findings from the monthly reports.
- (5) Explore new technologies such as geo fencing, location services and other to determine their usefulness to our visitor when searching from key markets or when in Aspen.
- (6) Improve promotion of different pillars of Aspen (dining, arts, shopping, and recreation) with refreshed content, layout and crowd sourced imagery for better user experience.

B. Goal: Position ACRA's social media as the authority on Aspen across outlets.

Strategies:

- (1) Change the design layout and content of the blog to attract visitors and drive them to website.

- (2) Provide suggested content to engage blog readers deeper into website.
- (3) Increase blog notification subscriptions.
- (4) Partner with local photographers to ensure most compelling photography.
- (5) Utilize social media advertising or boost posts when appropriate.
- (6) Monitor, promote and grow social shares of posts.
- (7) Continue video production and distribution to grow engagement.

C. Goal: Encourage website visitors to book a vacation.

Strategies:

- (1) Utilize Stay Aspen Snowmass booking widget as well as co-branded booking channel.
- (2) Partner with Kind Traveler to promote Aspen as a Kind City, increasing our position as a destination for the socially conscious traveler.
- (3) Research new booking engines and ability to integrate into aspenchamber.org.
- (4) Track bookings made direct to hotel after users visit aspenchamber.org.

D. Goal: Manage iDSS database system effectively.

Strategies:

- (1) Ensure all departments using the CRM are trained efficiently.
- (2) Manage relationship and communication with iDSS and produce special reports as required.
- (3) Coordinate CRM & CMS and make sure all interfaces interact correctly and data is pushed live to the site in a timely manner.

| PARTNERSHIPS |

Objective: Work with partners on the local, state and national level to leverage ACRA's marketing resources and reach.

A. Goal: Participate with Fly Aspen Snowmass to maintain and increase year round air service to Aspen.

Strategies:

- (1) Work with community marketing partners to provide marketing and financial support for new or increased transportation service to Aspen.
- (2) Support Pitkin County and the Aspen Airport's Master Plan.
- (3) Communicate importance of easy access to Aspen as a destination to key stakeholders.
- (4) Focus marketing efforts in direct fly markets.

B. Goal: Work with community partners including City of Aspen, Snowmass Tourism, Aspen Skiing Company and Colorado Tourism to leverage our marketing dollars and increase positive exposure to the resort.

Strategies:

- (1) Provide sponsorship and marketing support for key special events that provide broad exposure to Aspen as a destination.
- (2) Collaborate on hosting key media, groups and travel trade in-market.
- (3) Partner on efforts to cross promote winter and non-winter seasons.
- (4) Partner on international efforts to highlight Aspen-Snowmass as one destination for the long haul visitor.
- (5) Provide marketing support to stakeholders as required.

| COMMUNITY OUTREACH |

Objective: Facilitate collaboration with local stakeholders on sales, marketing and PR initiatives for maximum benefit to the community.

A. Goal: Support our stakeholders with sales and marketing initiatives that benefit the community.

Strategies:

- (1) Meet with individual sectors of the community (ex: Arts & Cultural, Recreation, Dining) to provide marketing and PR support as required.
- (2) Work closely with membership department and special events to support initiatives that support the community.
- (3) Provide marketing support to key Aspen events utilizing website, newsletters, social media, public relations and traditional media outlets.

| GROUP SALES |

Objective: Attract group business to Aspen with targeted sales and marketing initiatives generating one million dollars of revenue for the Aspen community

A. Goal: Increase number of sent group sales leads and definite conversion by 10%.

Strategies:

- (1) Focus lead generation on need periods.
- (2) Host qualified meeting and wedding planners at three yearly FAM's to give a first hand experience of Aspen.
- (3) Represent Aspen at trade shows and sales missions in key markets.
- (4) Implement a PR and social media campaign specifically highlighting Aspen as a wedding and group destination.

B. Goal: Position the ACRA as the best first point of contact for meetings and groups in Aspen.

Strategies:

- (1) Rewrite key sections of group sales landing pages.
- (2) Promote ACRA services through advertising and PR initiatives.
- (3) Publish white paper to establish authority in meetings industry.
- (4) Expand tool kit for meeting planners.

- (5) Participate in professional development and continuing education opportunities.
- (6) Engage in the meetings and events industries through elected board positions.

C. Goal: Develop strategic partnerships for community participation in group sales initiatives.

Strategies:

- (1) Organize and execute in market sales missions.
- (2) Distribute quarterly newsletters with destination promotions to client database.
- (3) Host quarterly networking opportunities for community stakeholders.
- (4) Maintain database and lead generation system.

| SPECIAL EVENTS |

Objective: Produce, act as umbrella organization to promote, and/or act as event manager of 3-5 high quality special events that drive visitation, add vitality and benefit the community, visitor and ACRA membership.

A. Goal: Events must be fiscally responsible in their execution.

Strategies:

- (1) Secure event services, sponsorships and partnership contracts, review appropriate documents with ACRA attorneys, and successfully fulfill terms of agreement.
- (2) Manage expenses and income within departmental P&L statement.
- (3) Utilize proper cash management procedures for merchandise sales (Wintersköl buttons, Aspen Arts Festival posters, water sales, local artist's registration fee collection, etc.)
- (4) Operate on-line event registration fee collection and properly reconcile process with accounting.

B. Goal: Coordinate all permits to properly enact events.

Strategies:

- (1) Draft and submit all required permits to host events.
- (2) Communicate with various governmental entities to ensure all permit regulations are met.
- (3) Present individual event permits to City of Aspen Special Events Committee.
- (4) Create and distribute Neighbor Notifications for community awareness.

C. Goal: Conceptualize, plan, secure and activate event logistics.

Strategies:

- (1) Rent proper equipment for event production (i.e. tents, tables, chairs, glassware, portable restrooms and sinks, fencing etc.)
- (2) Hire and train event security to ensure the safety of both event vendors and attendees.
- (3) Hire professional A/V and lighting company.

- (4) Obtain waste management services for correct event trash/recycle/compost procedures.
- (5) Employ certified traffic control company to provide zoning approved street closure(s).
- (6) Retain event entertainment services.
- (7) Secure licensed pyrotechnic vendor to produce event fireworks display.
- (8) Procure event food and beverage.
- (9) Design and decorate event venue.
- (10) Organize and assemble event giveaways, prizes and participation materials.

D. Goal: Establish effective online platforms.

Strategies:

- (1) Edit content and maintain event registration and informational databases.
- (2) Reexamine and refresh outdated online event tools.

E. Goal: Provide professional event marketing.

Strategies:

- (1) Create integrated promotional campaign and brand/theme for each event.
- (2) Design and place advertisements in both local and national print publications.
- (3) Construct event schedule poster for dissemination.
- (4) Print large-format, display banners and signage.
- (5) Create digital content for website material, social media posts, e-news distributions and banner advertisements.
- (6) Implement targeted radio campaign with airtime advertising placements, live mentions and interviews.
- (7) Draft and disburse press releases both pre-and post-event.
- (8) Create and produce branded event merchandise.
- (9) Engage professional photography/videography services to capture event activations for promotion.

F. Goal: Solicit and train a qualified and committed volunteer/committee force

Strategies:

- (1) Pursue candidates for volunteer/committee management team to facilitate larger volunteer/committee operations.
- (2) Provide important educational materials and content via online orientations and in-person presentations.

G. Goal: Properly staff events.

Strategies:

- (1) Hire third-party event contractors/labor to assist with successful event activations.
- (2) Crosstrain staff from destination marketing, membership and visitor services on event information and procedures, as well as integrate them into important roles within the event Run-Of-Show (ROS.)

- (3) Support special events staff's continuing education by investing in academic opportunities, attending industry conferences and joining professional event organizations.

| EVENT RESEARCH |

Objective: Ensure menu of events and components within each event ACRA is producing is aligning with organizational mission.

A. Goal: Conduct comprehensive events research & analysis project to determine the applicability of ACRA's events.

Strategies:

- (1) Hire professional research company to secure tangible and statistical data for each ACRA event. (2017 – Conduct research for Aspen Arts Festival and 12 Days of Aspen, 2018 – Conduct research for Wintersköl and the Old Fashioned Fourth of July Celebration.)
- (2) Facilitate internal research to gauge existing events and help to determine if event is still relevant in today's environment.
- (3) Conduct post-event participant surveys to assess participant experience.
- (4) Evaluate number of participants in activities.
- (5) Conduct constituent outreach: discuss with membership to see what events they would like to participate in.
- (6) Research other events in other mountain communities.

B. Goal: Reevaluate the balance of ACRA's community vs. destination events.

Strategies:

- (1) Review comprehensive research findings, institute change in event balance as a result—may occur in/by 2020.

C. Goal: Explore and research potential new event prospects and partners.

Strategies:

- (1) Work with destination marketing, membership and visitor services to cultivate event opportunities/activations.
- (2) Investigate inquiries made by outside professional event producers and determine potential for partnerships.

| EVENT SPONSORSHIP |

Objective: Obtain support, both financial and in-kind, and maintain sponsor relations for the sustainability of ACRA's special events.

A. Goal: Secure various forms of funding and contributions for event activations and ensure fulfillment of sponsorship agreements.

Strategies:

- (1) Identify potential sponsor prospects.
- (2) Create sales packets, outlining sponsorship benefits available.
- (3) Draft targeted proposals to accompany personal sales outreach.
- (4) Construct sponsor contract thereby confirming commitment level.
- (5) Activate category benefits and provide post-event exposure recap.

| EVENT COMMUNITY LIASON |

Objective: Be a source of event information for the community.

- A. Goal: Provide beneficial information to those individuals and organizations looking to produce events in Aspen.**

Strategies:

- (1) Respond to phone and e-mail inquiries regarding bringing an event to Aspen.
- (2) Direct potential event producers to appropriate City of Aspen or Pitkin County websites for valuable permitting information.
- (3) Provide contact information for other organizations when relevant.
- (4) Refer event vendors upon request for services.

| VISITOR/GUEST SERVICES |

Objective: Provide the highest level of service and training available to showcase Aspen as a premier destination.

- A. Goal: To enhance and support ACRA's commitment to providing visitors an exceptional Aspen experience.**

Strategies:

- (1) Provide visitors a variety of opportunities to experience and understand the natural and cultural resources of Aspen.
- (2) Provide a wide range of options for people of different ages, abilities and incomes.
- (3) Understand the need to apply our knowledge of Aspen and the surrounding area to a diverse visitor population.
- (4) Emphasize the uniqueness of Aspen as a "one of a kind" town standing apart from many other resorts.
- (5) Incorporate the Defy Ordinary brand into the physical structures, as well as staff training, providing the guest with an experience that lives up to the brand.

- B. Goal: Build an energy efficient Visitor Information Pavilion in the downtown core with a design that will reflect the historical feel of Aspen.**

Strategies:

- (1) Redesign the counters surrounding the front using non-metal materials that are more natural and pleasing to the eye.
- (2) Organize better display of magazines and brochures for a neater look.

- (3) Remove current display of posters on the back of the building and replace with detached tall plastic panels that can open so we can insert the posters and close to protect them.
- (4) Improve roof structure to improve safety for staff and guests.
- (5) Construct more efficient shelving and drawers for storage.
- (6) Install a more energy efficient option for the windows to improve heat retention.
- (7) Work with the City to provide 15 minute visitor information parking spots close to pavilion.

C. Goal: Broaden the spectrum of amenities at the main visitor center location to include device charging and selfie stations.

Strategies:

- (1) Build a multiple device charging station and ensure proper security is set for the piece of mind of the guest.
- (2) Create an Aspen inspired selfie station for guests inside the visitor center.
- (3) Display historical and geographical information for visitors to better understand where they are and what to do.
- (4) Provide computers and iPads for visitors to use in finding detailed information.
- (5) Provide a dedicated device to be used for Google Maps.

D. Goal: Construct a conveniently located guest services information center in new airport terminal with state of the art technology.

Strategies:

- (1) Research and visit other resort airport information centers to assess their design and logistics.
- (2) Coordinate with appropriate airport staff to determine optimal size and location for new guest services center, once new airport terminal design is finalized.
- (3) Design layout with two semi-circular counter/desk units with large screen computers that swivel, so sharing information with guests is convenient.
- (4) Create ample storage and display areas in the new service center.
- (5) Provide large overhead display screens for posting weather updates, road conditions, real-time bus schedule and various information.
- (6) Provide a dedicated two-way communication system so staff can speak with each other from anywhere on airport grounds.
- (7) Update current booth with two counter height chairs, locking five drawer file cabinet and additional desktop computer.

E. Goal: Greater adoption of the service initiative through two education programs.

Strategies:

- (1) Continue to produce and distribute training materials.
- (2) Research a formal guest service instruction using a third party to implement a training program.

| ADMINISTRATION |

Objective: Develop and maintain an organizational structure to support the goals of ACRA through efficient and professional direction of operational functions to deliver services and contracts.

A. Goal: Maintain internal policies and practices that assume the effective, efficient conduct of ACRA affairs.

Strategies:

- (1) Provide support for board meetings, membership meetings, committee meetings and other official meetings of ACRA.
- (2) Maintain liaison and communications with the officers and directors regarding the operation of the association.
- (3) Maintain a permanent record of board and committee meeting minutes.
- (4) Review benefit package for organization annually.
- (5) Conduct staff performance reviews.
- (6) Prepare annual budget for board consideration and assume responsibility for the management of that budget.
- (7) Participate in educational opportunities for staff development.

B. Goal: Ensure the financial stability of the Chamber as a result of conservative budgeting for all programs.

Strategies:

- (1) Encourage the staff toward achieving increased revenue and decreased expenses within the budget process.
- (2) Work with management staff on process for accurate forecasting and budgeting.
- (3) Prepare and present clear and concise monthly financial statements and all related worksheets.

C. Goal: Monitor and control physical asset cost and utilization to increase organizational accountability.

Strategies:

- (1) Define a replacement schedule for hardware, employee workstations, network infrastructure devices and servers.
- (2) Manage asset ownership and usage to increase organizational accountability and reduce costs.
- (3) Analyze the financial impact of furniture and equipment inventories.

D. Goal: Review all contracts, by-law's and operating procedures to make sure we are getting the best value for our organization.

Strategies:

- (1) Review and update by-laws with Executive Committee.

- (2) Review and renew membership agreement with Aspen Skiing Company for 2017-2020.
- (3) Renew software license and services agreement with iDSS by April 1st 2017.
- (4) Review and renew Airport Guest Service Contract in 2018.

E. Goal: Successfully relocate the ACRA office and visitor center and incorporate the best technology available.

Strategies:

- (1) Calculate and establish a detailed budget of indirect and direct expenses of the office relocation.
- (2) Develop a project plan to maintain essential operations and provide a smooth transition with minimal disruption.
- (3) Plan a timeline for renovations and the transition of IT services.
- (4) Consistently communicate progress on checklists and timelines to management and staff.
- (5) Work with IT consultant to identify physical space needs for technology that will enable collaboration.

F. Goal: Promote the achievement of work-life harmony and wellness in our employee community by obtaining the leader level Healthy Business Certification through Health Links Colorado.

Strategies:

- (1) Collaborate with Chamber members to implement a successful incentive program.
- (2) Offer a violence and harassment prevention training and/or policy.
- (3) Prevent work-related chronic injuries and musculoskeletal disorders.
- (4) Have a plan for disaster and emergency preparedness.
- (5) Extend health and wellness services to employee spouses, domestic partners, and dependents.
- (6) Offer health and safety to part-time or seasonal employees.

G. Goal: Provide comprehensive coverage in the human resources arena.

Strategies:

- (1) Provide effective training to the staff on matters that pertain directly to the working environment of the Chamber.
- (2) Ensure that the present Employee Handbook is kept up-to-date and that all personnel have a current copy.
- (3) Executive Administrative Assistant self study for Associate Professional in Human Resources exam to be complete by August 2017.
- (4) Executive Administrative Assistant to maintain aPHR credential by earning 45 recertification credits between 2017-2020.
- (5) Attend the annual Human Resource Executive Health & Benefits Leadership Conference to advance our organizations strategy and earn recertification credits for the aPHR certification.