

# Tompkins County Strategic Tourism Planning Board

February 19, 2014

3:00 pm – 5:00 pm

**CVB**

Meeting Agenda	Minutes
1. January Meeting Minutes	2
2. Chair's Report	5
3. Staff Report	5
4. Membership & Bylaws Committee	5
ACTION – Vote to recommend new STPB Member	
5. Board and Staff Roles - Rick Adie, Sue Perlgut, Tom Knipe, Ethan Ash	45
Presentation and Discussion	
6. CVB 2014 Revised Work Plan	25
Presentation and Discussion	
7. Planning and Evaluation Committee Report - Ken Jupiter	20

## Agenda Packet

- Draft January 2014 STPB Meeting Minutes
- Tompkins County Planning Department 2014 draft tourism-related work plan
- Andy Zepp STPB application
- 1/30 P&E Committee meeting outcomes
- Systems Evaluation Protocol 4-pager

**Next Meeting** – March 19, 2014 (major topic - spring 2014 tourism grants)



## MISSION:

The Strategic Tourism Planning Board is charged by the Tompkins County Legislature with providing oversight and strategic direction for tourism initiatives that *promote economic development* and *enhance the quality of life* in Tompkins County.

**Tompkins County Strategic Tourism Planning Board (STPB)  
Meeting Minutes Draft – January 2014**

1 **Date:** January 15, 2014  
 2 **Time:** 3:00-5:00pm  
 3 **Location:** CVB/Chamber of Commerce  
 4

5 **Attendees:**

Name	✓	Representation	Name	✓	Representation
Anne Gossen	✓	Arts-Culture	John Spence	✓	CAP, Non-Voting
Anne Kellerman	✓	At-Large	Bruce Stoff	✓	CVB, Non-Voting
Anthony Hopson	✓	Ithaca College	Dwight Mengel	A	Transportation, Non-Voting
Christy Agnese	✓	At-Large	Gary Ferguson	A	DIA, Non-Voting
Ethan Ash	✓	Arts-Culture	Jean McPheeters	✓	Chamber, Non-Voting
Ian Golden	✓	Recreation	Martha Armstrong	✓	TCAD, Non-Voting
John Gutenberger	✓	Cornell	Will Burbank	✓	TC Legislature, Non-Voting
Mike Mellor	✓	At-Large	Beverly Baker	A	Associate Member
Miriam Musco	E	At-Large	Jon Reis	A	Associate Member
Lynnette Scofield	E	Lodging	Tom Knipe	✓	Staff
Rick Adie	✓	Lodging	Jennifer Turner	✓	Staff
Rita Rosenberg	A	Agriculture			
Stephen Nunley	✓	At-Large			
Steve Hugo	✓	At-Large			
Ken Jupiter	✓	At-Large			
Sue Perlgut	✓	Arts-Culture			
Sue Stafford	✓	TC3			
Susie Monagan	E	Arts-Culture			

**Also in attendance:** Ronda Roaring, (Ilovethefingerlakes.com), Christine Lam (TCAD), Kelly White (Illume Projects)

15 **Agenda**

- 16 Welcome New STPB Members and County administrative staff  
 17 Approval of November 2013 Minutes  
 18 Privilege of the Floor  
 19 Nominating Committee – vote to elect 2014 officers  
 20 Chairs Report  
 21 STPB process improvement next steps – **Ethan Ash**  
 22 City of Ithaca Parking Manager Presentation – **Frank Nagy**  
 23 Tompkins County Priority Trails Strategy Presentation – **Tom Knipe**  
 24 CVB Report  
 25 Cayuga Lake Blueway Trail Plan Presentation – **Tom Knipe**  
 26 Spring 2014 Tourism Grants – **Tom Knipe**  
 27

28 **Discussion**

29 **The meeting was called to order** at 3:00 PM.  
 30

31 **Welcome** new members Ian Golden (Recreation), Anne Gossen (Arts/Culture), John Gutenberger (Cornell representative) and Jennifer Turner administrative assistant to the Tompkins County Planning Department.  
 32

33 **November 2013 STPB meeting minutes** were approved with the change of one sentence that was updated at the request of Jean McPheeters.  
 34

35 **Nominating Committee** Anthony Hopson made a motion to nominate Rick Adie to serve as Chair and Sue Perlgut as Vice Chair. Christy Agnese seconded the motion. Rick Adie and Sue Perlgut were elected by unanimous vote as chair and vice-chair of STPB for 2014. Rick Adie and Sue Perlgut abstained from voting.  
 36 There were no votes of opposition.  
 37  
 38  
 39  
 40  
 41  
 42  
 43

**Tompkins County Strategic Tourism Planning Board (STPB)  
Meeting Minutes Draft – January 2014**

44 **Chair's Report:** Jean McPheeters is retiring from the Chamber of Commerce. Tiffany Gallagher has left her  
45 position as associate member. The Holiday Inn will now be "Hotel Ithaca". Beverly Baker, Jon Reis and  
46 Stuart Stein are appointed as associate members. Stuart Stein will be working on a new project on behalf of  
47 the STPB that will be discussed further in the next couple of months. The BASS Tournament moved its  
48 location to Auburn and Union Springs. The Budget Committee will be conducting a meeting in February to  
49 look at year end numbers and reallocations that may need to be done in regards to the Ticket Center. There  
50 is a tourism grant workshop that will be taking place from 2-3:30pm at the Chamber of Commerce on  
51 January 22<sup>nd</sup>; board members are invited and encouraged to attend. The Legislature changes are Mike  
52 Lane as the new Chair and Jim Dennis is the Vice Chair. Sue Stafford spoke regarding the TC3 Farm to  
53 Bistro grant from the Regional Economic Development Council. She thanked the STPB for the letter of  
54 support. She is hoping to gain approval by the foundation board in the next week. They were awarded 2.3  
55 million dollars for the entire project. A draft of 2014 STPB committee assignments was passed out. Sue  
56 Perlgut encouraged feedback regarding the assignments and mentioned the desire for one more person to  
57 join the Membership Committee. Tom Knipe passed out conflict of interest forms to be filled out and  
58 elaborated further on what it means and when it can apply to members.  
59

60 **Strategic Priorities** - Rick Adie mentioned the strategic priorities and the four recommended actions for the  
61 board brought forth by the P&E Committee in November 2013 this year. **Action 1** - is deconstructing the  
62 failure of the Finger Lakes Wine Center for lessons learned for STPB and staff. An initial investigation will  
63 be conducted by the county staff to be followed by STPB. **Action 2** - convening the Ag and Culinary  
64 Tourism Working group beginning in mid-2014 to develop a 5 year culinary tourism strategy and  
65 implementation plan. **Action 3** – convene a Heritage Tourism working group to encourage implementation  
66 of heritage tourism related actions. **Action 4** – convene a Higher Education Tourism Working Group with its  
67 proposed specific focus in 2014 to be increasing the presence of visitor information. More focus on the  
68 implementation of these groups will occur in February. Rick Adie went over salient points from member  
69 phone interviews done by Sue and Rick in December and suggested having informational sessions for  
70 prospective members. Sue mentioned some of the suggestions which included touring Rita's Farm B&B,  
71 receiving a presentation from Susie Monagan about her recent work in Ireland and having the STPB do a  
72 campus tour of Cornell.  
73

74 **STPB Process Improvement Next Steps** – Ethan Ash laid out a proposal to facilitate a process  
75 improvement exercise for the STPB at the February STPB meeting. He has provided similar services to a  
76 Schuyler County group and would offer this support pro-bono to STPB with his business partner Kelly White.  
77 He asked for a sense of the board's interest in pursuing such an exercise and solicited input on what  
78 outcomes STPB members would want if the February STPB meeting were used as a working session.  
79 STPB Officers will work further with Ethan, Tom and the P&E Committee to define an agenda.  
80

81 **City of Ithaca Parking Manager Presentation** – Frank Nagy gave a presentation on his task to make  
82 parking sustainable in the City of Ithaca. An important component of this is getting downtown workers and  
83 long term parkers into the parking garages so that more on-street spaces are available for visitors and  
84 business patrons. He is working on implementing new payment systems that will both capture more  
85 revenues and enhance payment options. He is also working to reframe the parking attendant job to  
86 "Ambassadors" and mentioned some of the successful Ambassador programs in other communities. He  
87 suggested the board may have interest in learning about these programs in order to up-scale the existing  
88 Ambassadors programs. Sue Stafford and Bruce Stoff briefly described some of our existing Ambassador  
89 efforts through the hospitality Star Program and the CVB.  
90

91 **CVB Report** – The governor announced the BASS tournament moved from Ithaca. The year finished around  
92 50k under budget. The Downtown Visitor Center is working with Community Arts Partnership on a  
93 partnership to operate the Center with the DIA. It is the 8<sup>th</sup> year for Teachers' Winter Recess. Bruce voiced  
94 his concerns that the event is not the best use of CVB's time. He would like to keep this event alive while  
95 moving it outside of the CVB, and will be exploring options for partnership with an outside agency. The  
96 Marketing Advisory Committee will be reinstated this year. The travel guide redesign is going to press next  
97 week and will achieve savings of \$50,000 a year which will be reinvested in other marketing areas. 2013  
98 traffic for both visitors' centers was down 9%. Web statistics showed 446,000 visits which generated 1.7  
99 million page views. This is up from the previous year's 323,000 visits. The mobile site doubled in traffic over  
100 the past year.

**Tompkins County Strategic Tourism Planning Board (STPB)  
Meeting Minutes Draft – January 2014**

101 **Tompkins Priority Trails Strategy Presentation** – Tom Knipe presented the Tompkins Priority Trails  
102 Strategy and requested STPB's endorsement. He has worked on the document with the Creating Healthy  
103 Places Project and the Tompkins County Ad-Hoc Trails Advisory Group in order to support implementation of  
104 the trails-related Critical Action in the Strategic Tourism Plan. The paper describes a vision for completing  
105 and connecting four multi-use trails in Tompkins County, along with the Finger Lakes Trail. When developed  
106 this will enhance our region's draw as a destination for outstanding trail-based recreation and transportation.  
107 The next stop will be the Planning Committee of the Ithaca Tompkins County Transportation Council; a goal  
108 there is to have this strategy placed into the ITCTC's long range transportation plan which will help guide  
109 future transportation investments in the County. Tom will also bring it to TCCOG and the County Legislature.  
110 Tom received feedback from STPB members regarding emphasizing the economic development story  
111 behind this and the overall value to economic development and quality of life. He also further described his  
112 role in providing leadership for this effort.

113  
114 **Spring 2014 Tourism Events** – Tom Knipe introduced the Google calendar of events for upcoming events  
115 funded by the tourism program. The calendar will feature committee meeting dates, STPB meetings and  
116 other workshops. He welcomed suggestions on other ways to use the calendar or event ideas to include.  
117 Spring tourism grant applications are due on February 21<sup>st</sup>. There will be two upcoming meetings, one for  
118 orientation to the new grant software and grant review process and the other will be a meeting to go over the  
119 applications. The Tourism Marketing & Advertising, New Tourism Initiative and Tourism Project Grant  
120 applications are now being hosted online.

121  
122 **The Cayuga Lake Blueway Trail presentation** was tabled to a later meeting.

123  
124 **Priority Trails Strategy Action Item** - Martha Armstrong made the motion to endorse the Priority Trails  
125 Strategy. Anne Gossen seconded it. There were 11 votes in favor. Anthony Hopson abstained and there  
126 were no votes in opposition. The motion passed.

127  
128 With no further business the meeting adjourned shortly after 5pm.

129  
130 **Next Meeting Scheduled**  
131 Wednesday, February 19, 2013

## **2014 Tourism-Related Work Plan for the Tompkins County Planning Department**

**Purpose:** Implement the Tompkins County Strategic Tourism Plan.

### **County-Administered Tourism Grant Programs**

Administer the County's tourism grant programs:

- Tourism Projects
- New Tourism Initiatives
- Community Celebrations
- Tourism Marketing and Advertising

### **Other Tourism Grant Programs**

Support management of tourism grant programs overseen by others:

- Arts and Culture Organizational Development Grant Program, administered by the Community Arts Partnership.
- Tourism Capital Grant Program, administered by Tompkins County Area Development.

### **Manage Contracted Tourism Programs**

Support management of tourism programs contracted to other agencies:

- Beautification, Signage and Public Art Program, administered by the Tompkins County Chamber of Commerce.
- Tompkins Festivals Program, managed by the Downtown Ithaca Alliance.
- Convention and Visitors Bureau, managed by the Tompkins County Chamber of Commerce.
- Discovery Trail marketing, managed by the Discovery Trail
- Tourism Workforce Development Program, managed by the Tompkins County Workforce Investment Board.

### **Tompkins Festivals Program Enhancement**

Support the Downtown Ithaca Alliance in preparing detailed recommendations for enhancements to the Tompkins Festivals Program.

### **Tourism Partner Award Program**

Administer the County's program that recognizes community leadership in attracting tourists to Tompkins County.

### **Tourism Product Development**

Provide guidance and coordinating support to individuals and organizations that are devising new or improved tourism products in accordance with the Strategic Tourism Plan.

### **Countywide Trail Priorities**

Provide leadership for the community's efforts to complete priority trails, including the Cayuga Waterfront Trail and the Black Diamond Trail.

### **Strategic Tourism Plan Implementation**

Work with STPB to promote the plan and encourage its integration into Tourism Program activities, finalize Measurable Objectives, and work with community partners to implement the 2020 Strategic Tourism Plan.

### **Cayuga Lake Blueway Trail Plan**

Work with Cayuga and Seneca Counties to develop a funding and implementation strategy to develop the proposed Cayuga Lake Blueway Trail.

**Wayfinding Signage**

Work with the Chamber of Commerce to create a wayfinding signage plan/system that includes physical signage, as well as new technological wayfinding platforms, and that points to major destinations.

**Beautification Strategy**

Support the Tompkins County Chamber of Commerce and Cornell Cooperative Extension in developing a five-year beautification strategy.

**Hotel Room Occupancy Tax Policy Review**

Review the County's policies on the Hotel Room Occupancy Tax to ensure the appropriate use of tax revenues and for consistency with the Strategic Tourism Plan.

**Program Evaluation System**

Develop a system to evaluate local tourism programs in terms of their relationship to the Strategic Tourism Plan.

**On-Line Grant Management System**

Evaluate the newly established on-line grant management system and make appropriate alterations.

**Finger Lakes Wine Center Evaluation**

Coordinate efforts to understand the reasons underlying the closure of the Finger Lakes Wine Center.

**Hotel Room Occupancy Tax Monitoring**

Monitor Hotel Room Occupancy Tax revenues and project revenues throughout the year.

**Committee Service**

Cayuga Lake Scenic Byways Board of Directors

***County Government***

**Purpose:** Provide professional planning services to the County as an organization.

**Advisory Committee Administration**

Provide administrative support to the Strategic Tourism Planning Board.

**STPB Tourism Working Groups**

Support newly established STPB Tourism Working Groups.

- Agriculture and Culinary Tourism
- Heritage Tourism
- Tourism and Higher Education

***Support Activities*****Tourism Budget Coordination**

Coordinate budget among various County departments (including County Administration, Planning, and Finance) to develop a budget proposal for 2014.

**Other Potential Activities for 2014****Tourism****Tourism Program Communications Plan**

Prepare a communications plan that describes the audiences and the purposes of communications from the county tourism program.

## Established Tourism Types

	Critical Action Description	Lead	Time Frame
1	In cooperation with Finger Lakes Culinary Bounty, Cornell Cooperative Extension, and the Tompkins County Restaurant Association, inventory local culinary tourism assets, assess best practices for encouraging and marketing culinary tourism, and develop a five-year culinary tourism strategy and implementation plan.	CCETC, Restaurant Association, Finger Lakes Culinary Bounty, TCPD	Short
2	Support existing collaborative agri- and culinary tourism marketing partnerships, such as the wine trails and the Finger Lakes Cheese Trail and develop new collaborative marketing platforms and programs for agricultural and culinary tourism (beer, CSAs, foodie tours, you-pick/farm experience, Farmers Markets).	CVB, TCPD	Medium
3	Support the Finger Lakes Wine Center.	FLWC	Short
4	Develop walking, cycling and driving tours across multiple media (brochures, online maps, apps, audio tours, etc) of historic sites; historic architecture; local and academic black history sites (including the Underground Railroad/Freedom Trail in Ithaca); Native American archaeological sites; local industrial history sites (airplanes, guns, typewriters, etc.); homes of local authors (e.g. Nabokov), artists, playwrights; etc.	History Center, Historic Ithaca, CVB, CAP, City of Ithaca, DIA	Medium
5	Support existing collaborative arts marketing vehicles, and develop new collaborative marketing platforms and programs for arts & cultural institutions.	CVB, CAP	Long
6	Inventory established but underutilized cultural assets such as the region's cinema (historical and contemporary), specialty festivals, and music and develop targeted programs to expand and promote these.	CAP, CVB, DIA, TCPD	Short
7	Support the rebuilding of The Ithaca Commons with feature elements serving visitors.	City of Ithaca, DIA	Medium
8	Coordinate edutourism offerings with large conferences at our institutions of higher education, featuring stay-the-weekend opportunities.	CVB, IC, Cornell	Medium
9	Support the completion of priority multi-use trails and connections between these and existing foot path systems, and support tourism-enhancing features for priority trails (BDT, CWT/Urban Connections, S. Hill Rec Way, Finger Lakes Trail, Ithaca-Dryden Rail Trail).	TCPD	Long
10	Complete and support implementation of the Cayuga Lake Blueway Trail Plan, to include enhanced maps and signage to waterfront access points, and targeted site development for enhanced waterfront access.	TCPD	Medium
11	Support the Stewart Park Rehabilitation Action Plan.	City of Ithaca, FOSP	Long

## Emerging Tourism Types

	Critical Action Description	Lead	Time Frame
12	Create a comprehensive feasibility study and implementation strategy for attracting new sporting events and tournaments, including recruitment best practices, cost/benefit of different types of tournaments, financial requirements, inventory of sites, inventory of ideal weekends, and possibility of partnership with Cortland County.	CVB	Short
13	Create a Sports Council comprised of reps from Athletic Departments at Cornell, Ithaca College, TC3, The RINK, the YMCA, local school districts, City of Ithaca Parks Department and other local facilities and Ithaca amateur athletic leagues and associations (ie. soccer, swimming, lacrosse, hockey, wrestling, cycling, indoor track, basketball, volleyball, figure skating, roller skating, golf, tennis).	CVB	Medium
14	Inventory Sustainability Tourism attractors and attractions and develop platforms to connect visitors to those entities potentially including a tourist-oriented sustainability trail.	TCPD	Medium
15	Develop a tourist oriented green business map	TCPD, CVB	Medium
16	Provide education, coordination and marketing assistance to hotels and other tourism businesses to embrace green business practices and promote themselves as green businesses, such as through the New York State green hotels program.	CVB, WIB	Medium
17	Support the expansion and development of specialty festivals in the indoors in the winter.	DIA, TCPD, DIA	Short
18	Develop and promote Tompkins County as an LGBTQ destination, including for weddings.	CVB	Short

# The Tourism Foundation

	<b>Critical Action Description</b>	<b>Lead</b>	<b>Time Frame</b>
19	Write and implement a Tompkins County Beautification Plan for 2012-2020, to include the square footage, location and type of gardens maintained by the program, maintenance and infrastructure requirements, design standards, and prioritized actions.	Chamber, CCETC	Short
20	Create a wayfinding signage plan/system that includes physical signage as well as new technological wayfinding platforms and that points to major destinations including Discovery Trail venues, downtown Ithaca and the Commons, trailheads, parks, theatres, waterfront access sites, arts and heritage destinations and natural areas.	Chamber, TCPD	Short
21	Formalize a public art grant component of the Beautification Program to encourage public art installations throughout Tompkins County.	Chamber, TCPD	Short
22	Assist existing large festivals and events on succession planning, financial sustainability, and enhancing their tourism impact.	DIA, TCPD	Short
23	Enhance visitor-oriented capabilities of IthacaEvents.com.	CAP, CVB	Short
24	Conduct bi-annual familiarization tour for Albany, NYC and targeted markets.	CVB	Short
25	Develop a new project to recruit higher education meetings & conferences with campus assistance.	CVB, Cornell, IC, TC3	Short
26	Market themed international group travel.	CVB	Short
27	Promote marketing coordination to facilitate innovative marketing partnerships between tourism attractions and venues.	CVB	Short
28	Develop integrated (digital, social media, cable) geo-targeted niche campaigns (wine, waterfalls, locavore, music, green/sustainability, family, Double Income No Kids ", recent empty nest, low-cost, etc).	CVB	Medium
29	Target alumni media for editorial content.	CVB	Short
30	Enhance cross-promotion of Cornell, IC and TC3 based events that would be of interest to general visitors and community-based events that would be of interest to college and university visitors.	CVB, Cornell, IC, TC3	Short
31	Develop a tourism-higher ed working group to meet periodically to share information and explore ideas for enhanced collaboration.	CVB, TCPD, Cornell, IC, TC3	Short
32	Articulate and develop a system of tourist-oriented shuttles, with possibilities for linking event participants to attractions, Cornell and IC parents to community shopping, winter sports enthusiasts to venues, hotel guests to theatres and other venues, etc.	CVB, TCPD, TCAT, Cornell, IC, TC3, DIA	Medium
33	Plan and implement a visitor communications strategy - to include use of digital technology such as "apps" - for local transportation options to encourage parking and then using the bus, cycling and walking.	CVB, TCPD, ITCTC	Medium
34	Bundle TCAT bus access for tourists with hotels and offer tourist oriented bus passes.	CVB, TCAT, TCPD	Short
35	Develop a comprehensive, coordinated strategy for providing more visitor information to campus visitors, including parents, alumni, prospective students and their families and conference attendees.	CVB, Cornell, IC, TC3	Short
36	Expand the presence of visitor and ticketing information at key IC and CU locations, the airport and high-traffic retail locations, to possibly include rich media kiosks.	CVB, CAP	Medium
37	Develop our hospitality workforce through trainings for front-line staff and tourism business operators.	WIB	Short



## 2014 New Applicants - Strategic Tourism Planning Board

First	Last	Employer	Other Affiliations	Representation
Andrew	Zepp	Finger Lakes Land Trust	TC Planning Advisory Board, NYS Regional Open Spaces Committees, Cayuga Waterfront Trail Project	Recreation
Ken	Jupiter	15 Steps - Co- Owner	Former STPB Member	At-Large/ Arts & Culture
Lynnette	Scotfield	William Henry Miller Inn, Owner/ Innkeeper	United Way, Board Member of Professional Assn. of Innkeepers, Advisory Board Member of Sciencecenter	Lodging
Anne	Gossen	Self-employed Museum Consultant	Arts Council of Princeton, Harvard Alumni Interviewer	Arts & Culture/ At-Large
Ian	Golden	Finger Lakes Running Company	Event director - Cayuga Trails 50	Recreation
John	Gutenbergger	Cornell University Community Relations	CLBT, DIA, ITCTC, TCCOC, PAB, PRI/MOE	Cornell University

## Current STPB Members applying for re-appointment to a new three year term starting January 1, 2014

First	Last	Employer	Other Affiliations	Representation
Ethan	Ash			Arts & Culture
Christy	Agnese			At-Large
Michael	Mellor			At-Large

## January 30<sup>th</sup>, 2014 STPB P&E Committee Meeting Outcomes

Presenter: Monica Hargraves

STPB Present: Ken Jupiter, Anne Kellerman, Sue Perlgut, Mike Mellor, Ian Golden

Administrators Present: Gary Ferguson, Bruce Stoff, Martha Armstrong, Tom Knipe, Julia Mattick, Diane Bradac, Nancy Grossman

### *Building a culture of evaluation within the Tompkins County Tourism Program*

**Agreement:** In 2014, the Tompkins County Tourism Program, with guidance from the STPB Planning and Evaluation Committee will pursue three avenues to enhance program evaluation.

1. **Meta-level modeling.** Pathway Model for entire Tourism Program/Strategic Plan.
2. **CVB evaluation planning.** In-depth evaluation planning in 2014 using Systems Evaluation Protocol.
3. **Basic metrics and reporting.** For all funded programs, articulate specific metrics and reporting timelines and outcome-based formats with P&E participation.

### Details

1. **Meta-level modeling.** Pathway Model mapping exercise to create a visual version of the how the Strategic Tourism Plan and current Tourism Program activities relate and interact. Meta-level look about the entire Tourism Program to create shared understandings and common top-level metrics.

#### Required Inputs:

- Outside facilitation support – (CCETC/Monica?)
- Facilitated work session of P&E
- Tourism Coordinator staff time for preparation, convening, facilitation support, communicating outcomes, etc.
- Other stakeholder participation. Legislator(s)? Grantee reps?

#### Expected Outcomes:

- Shared visual map of the Tompkins County Tourism Program (Pathway Model)
- Articulate top level measurable objectives for Strategic Tourism Plan. To possibly include metrics which speak to each of the six Aims.

#### Timing/Sequencing:

- ASAP – complete spring 2014
- Before CVB in-depth evaluation planning.

2. **CVB evaluation planning.** CVB to pursue in-depth evaluation planning in 2014 using Systems Evaluation Protocol approach.

#### Required Inputs:

- Outside facilitation support
- CVB Director staff time for convening and facilitation support.
- CVB Staff Member engagement in Logic Model and Pathway Model development, developing evaluation questions and measures, etc for core programs.

- Stakeholder engagement in certain parts of the process (P&E, County Tourism Coordinator, Chamber of Commerce, Legislature, lodging operators, etc)

Expected Outcomes:

- CVB Evaluation Plan. Finalized and shared with leaders and stakeholders by the end of 2014.
- 
- Logic Models; Pathway Models; measures; collection, analysis and reporting plans; etc for core CVB programs.

Timing/Sequencing:

- Prep work to begin immediately. Timeline for evaluation planning to be developed by end of February.
- Modeling to begin upon conclusion of meta-level modeling so that CVB modeling work can build off of this.
- *(Need to ID time commitment requirements form modeling and evaluation planning for for CVB Staff, P&E, County Staff up front)*

3. **Basic metrics and reporting.** For all funded tourism programs, articulate specific metrics and reporting timelines and outcome-based formats with P&E participation.

Required Inputs:

- County Tourism Coordinator leadership.
- Program Administrators to work with Tourism Coordinator on identifying appropriate preliminary metrics.
- P&E review and buy-in.

Expected Outcomes:

- Clear measures for each funded program, agreed upon in consultation with Tourism Coordinator and P&E Committee.
- Reporting questions and report format and timeline for each funded program.

Timing/Sequencing:

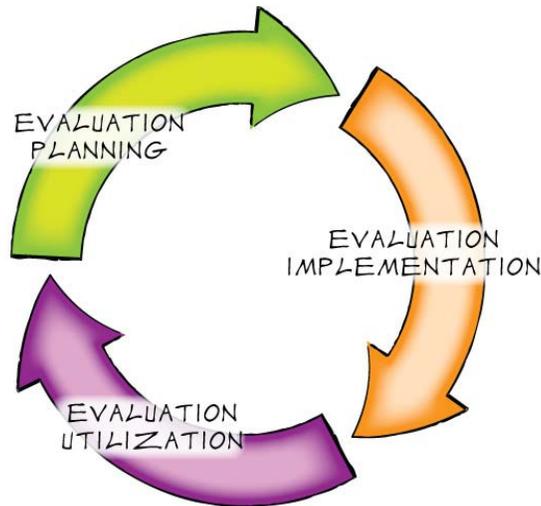
- Existing metrics from annual budget request have already been compiled.
- Immediately begin work between Tourism Coordinator and Program Administrators to articulate preliminary measures. Preliminary measures agreed upon by spring 2014.
- Finalize measures after meta-level mapping work is complete to take advantage of opportunities to tie together.

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# SYSTEMS EVALUATION PROTOCOL

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The Systems Evaluation Protocol (SEP) includes three broad Phases – Evaluation Planning, Evaluation Implementation, and Evaluation Utilization.




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## PHASE I: EVALUATION PLANNING

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### STAGE 1 - PREPARATION

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The Preparation stage is intended to acquaint the participants with this Systems Evaluation Protocol (SEP) and the Evaluation Partnership arrangement, and identify current evaluation resources. The Preparation stage involves the following steps:

1. **Enter the System:** Connect with key decision makers of the organization to discuss commitment to evaluation planning and the Evaluation Partnership (EP).
2. **Develop Memorandum of Understanding:** Written document that describes the roles and responsibilities of participants in the EP; detail the expectations for the evaluation consulting team, partner site administrators and staff, and provide a timeline of project activities and completion.
3. **Identify Internal Stakeholders:** Identify people in the program/organization who should be involved or consulted in evaluation planning.
4. **Identify the Working Group:** Identify those who will play a key role in developing the evaluation plan.
5. **Assess Evaluation Capacity:** Identify the resources available within the organization and within the program - the degree of evaluation training the staff has already received, information technology resources, and evaluation policies.

#### OUTPUTS:

- MEMORANDUM OF UNDERSTANDING
- CONTACT INFORMATION FOR EP
- ORGANIZATION EVALUATION CAPACITY SURVEY
- PROGRAM EVALUATION CAPACITY SURVEY

- EVALUATION SKILLS AND ATTITUDINAL SURVEY

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## STAGE 2 - MODELING

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The Modeling stage is intended to enhance participant knowledge of evaluation concepts, and identify how their program “works”. The Modeling stage involves the following steps:

1. **Stakeholder Analysis:** Determine all of the potential people and/or organizations that may have a stake in the program.
2. **Introduction to Program Model Development Process:** Introduce core evaluation concepts that will be needed to complete the SEP.
3. **Program Review:** Gain a firm understanding of the components and characteristics of the program including how it operates and whom it serves.
4. **Program Boundary Analysis:** Determine the conceptual limits of the program; what is “in” and what is “out” when defining the program.
5. **Lifecycle Analysis:** Determine the maturity of the program and how its level of evolution influences evaluation capacity and method choices.
6. **Logic Model:** Generate an initial logic model including the assumptions, context, inputs, activities, outputs, short-, medium-, and long-term outcomes.
7. **Pathway Model:** Use the logic model as a basis for articulating clear and direct linkages between program activities and outcomes.
8. **Determining Evaluation Scope:** Determine the specific components of the pathway model that will be the focus in the upcoming evaluation cycle.
9. **Program-System Links:** Introduce tools and strategies for finding similar programs and shared outcomes, develop research support by drawing on literature and on resources in the systems within which the program exists
10. **Program Logic Model Synthesis:** Finalize the logic and pathway models including reviewing the program logic model, assessing the model from the perspectives of key stakeholders, reviewing the Program Boundary Analysis, reviewing the Program and Evaluation Lifecycle Analyses, and revising the models as needed. This step also involves integrating relevant research literature as it relates to the causal pathways that have been articulated in the Pathway Model.

### OUTPUTS:

- MAP OF STAKEHOLDERS
- PROGRAM DESCRIPTION
- LIFECYCLE CHARTS
- PROGRAM LOGIC MODEL
- PROGRAM PATHWAY MODEL
- SUPPORTING AND BACKGROUND LITERATURE

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## STAGE 3 - EVALUATION PLAN CREATION

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The third stage, “Evaluation Plan Creation,” focuses on the creation of an evaluation plan that will guide the implementation of the evaluation. The Evaluation Plan Creation stage involves the following steps:

1. **Introduce the concept of an Evaluation Plan:** Present and discuss the components of an evaluation plan.
2. **Develop Evaluation Questions:** Develop evaluation questions based on the logic and pathway models, lifecycle analysis, stakeholder analysis, and systems insights. The evaluation questions will function as the core determinants of all the evaluation plan components. Develop the Evaluation Purpose Statement.
3. **Develop Sampling Plan:** Define the population of interest, sampling frame and sample and describe the source(s) of the evaluation data.

4. **Identify or Develop Measures:** Identify measures already being used in evaluating the program and assess them for quality and feasibility; identify other existing measures that might fit the program evaluation needs; and/or develop any new measures that are needed.
5. **Develop Evaluation Design:** Describe how the samples, interventions, and measures will be coordinated over time.
6. **Develop Analysis Plan:** Articulate the plan for analyzing the evaluation data. Include information on how data will be managed.
7. **Develop Evaluation Reporting Plan:** Detail the plan for reporting the results of the evaluation to key stakeholders identified earlier.
8. **Develop Implementation Plan and Schedule:** Develop the schedule for the evaluation and key implementation milestones.
9. **Finalize Evaluation Plan:** Review, finalize, and prepare to share the Evaluation Plan with leaders in the organization and other relevant stakeholders.

#### OUTPUTS:

- COMPREHENSIVE EVALUATION PLAN CONTAINING:
  - ✓ EVALUATION PURPOSE STATEMENT
  - ✓ EVALUATION QUESTIONS
  - ✓ DESCRIPTION OF SAMPLING
  - ✓ COLLECTION OF MEASURES
  - ✓ EVALUATION DESIGN
  - ✓ DATA ANALYSIS PLAN
  - ✓ REPORTING PLAN
  - ✓ TIMELINE

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## PHASE II: EVALUATION IMPLEMENTATION

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### STAGE 1 – IMPLEMENTATION PREPARATION

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The Preparation stage of the Implementation Phase includes steps that need to be taken before data can be collected, that are not included in the formal evaluation plan. As in other phases these steps do not necessarily have to be concluded in this order. The steps include:

1. **Reconsider alignment, context appropriateness:** Double check that all plan components, methods, tools and strategies are appropriately matched to the evaluation questions and to the program. Revise as necessary.
2. **Address ethics for human participants:** Review ethics considerations, set rules for consent and confidentiality, obtain IRB approval if necessary, assess cultural responsiveness.
3. **Set up for data collection:** Obtain and prepare online tools and/or other materials as necessary.
4. **Set up for data management:** Create/revise plan for when, how, and by whom data will be entered, set up spreadsheet(s) and/or other data organizers, create coding schemes as necessary.
5. **Conduct pilot tests:** Double check credibility, accuracy, usefulness and feasibility of all aspects of the evaluation plan (sampling, measures, data collection, data management and analysis) as appropriate. Revise as necessary.
6. **Train data entry and analysis staff:** Develop training materials and conduct training to ensure quality and consistency.
7. **Train data collectors:** Develop training materials and conduct training in order to ensure quality and consistency in measure administration and data handling.

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### STAGE 2 – DATA COLLECTION AND MANAGEMENT

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The second stage of the implementation phase is data collection. This includes accessing, collecting, and entering data as described in the following steps:

1. **Access data sources:** Recruit, select and assign participants and any comparison groups. Obtain consent and offer incentives as necessary.
2. **Collect, enter and secure data:** Administer measures; follow data collection and management plans.
3. **Document data collection:** Summarize how and when data was collected as well as response rates and overall data counts.

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### STAGE 3 – DATA ANALYSIS

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The analysis stage includes tasks necessary to convert raw data into interpreted results. These include:

1. **Review and Clean data:** Quantitative data: Identify missing and/or inaccurate data and either correct or remove these entries. Qualitative data: Read, transcribe, edit and label narrative data as needed for planned analysis.
2. **Create codebook/Categorize the information:** Quantitative data: Develop a key for how variables and responses will be labeled/identified, as needed for the software being used. Qualitative data: identify themes or patterns, create categories and record definitions.
3. **Score data:** Convert raw data into analyzable format based on analysis plan.
4. **Explore and summarize data:** Quantitative data: Calculate descriptive statistics. Assess whether planned statistical analyses are appropriate (checking sample size, data quality, distributions.) Qualitative data: summarize patterns.
5. **Transform data:** Combine data, treat as different variable type and or calculate “change score” as necessary to allow for appropriate analysis
6. **Calculate inferential statistics:** For quantitative data as needed, calculate correlations, statistical significance of difference or change, cross tabulations, regressions, etc. as indicated in the evaluation plan, and a possible based on results of descriptive statistics.
7. **Synthesize and interpret data:** Quantitative data: Use descriptive and inferential statistics results to explain findings and draw conclusions. Qualitative data: synthesize and interpret results. Record process.

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## PHASE III: EVALUATION UTILIZATION

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### STAGE 1 – REFLECTION AND PLAN REVISIONS

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1. **Revisit plan for reporting:** Revise reporting plan based on evaluation results.
2. **Revise model:** Make changes to the program and its evaluation based on results as appropriate.
3. **Review evaluation process, revise evaluation plan:** update evaluation plan based on insights from evaluation process and results

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### STAGE 2 – REPORTING

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1. **Conduct Internal reporting:** Utilize results for program improvement. Report to program staff formally and/or informally as well as program and organization leadership.
2. **Conduct External reporting:** Report to external stakeholders who have an interest in the results as appropriate. This may include, but is not limited to funding agencies and participants.