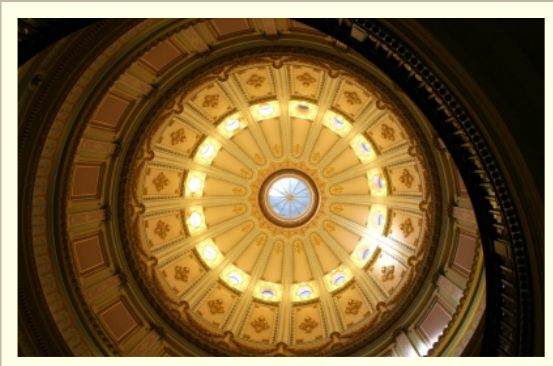


The DMO Advocacy Toolkit



A Resource for
Destination Marketing Organizations



Resource produced for the DMAI Advocacy Committee by Revent LLC
and supported by the Destination & Travel Foundation

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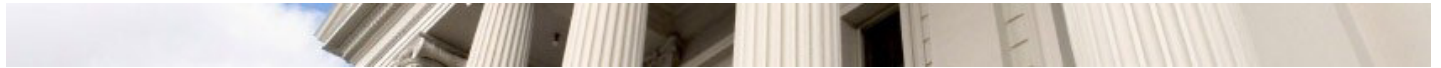
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Message from DMAI President & CEO



With destination marketing budgets facing increased competition from other government priorities for funding, it is more critical than ever for the official destination marketing organization (DMO) to be a constant advocate for the travel industry and the dedication of marketing dollars.

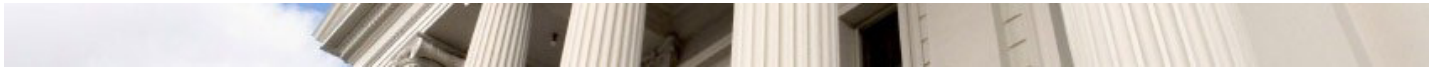
DMO CEOs from some of the largest destinations indicate that a decade ago more than 80% of their time was dedicated to “marketing” and maybe – at most – 20% of their time was outreaching to their community and “advocating” on behalf of travel and the DMO. Now that number has flipped, with CEOs reporting that they spend 80% or more of their time on advocacy issues, and only a fraction of their time personally marketing or selling their destination. Reiterated by industry leaders from destinations large and small, this illustrates how vital advocacy has become for the DMO.

With advocacy playing such a critical role for DMOs and their tourism communities, DMAI’s *DMO Advocacy Toolkit* provides the groundwork to assist you and your staff in creating and implementing a solid advocacy plan. A valuable resource, the toolkit provides guidance for building and nurturing your community relations, including key messages to help stakeholders understanding the role your DMO plays in promoting the destination.

This toolkit is funded by a grant from the Destination & Travel Foundation which identified advocacy as one of three top priorities for monies raised in the *Destination Excellence* campaign, and was created under the guidance of the DMAI Advocacy Committee and its co-chairs: Gary Sain, President & CEO of Visit Orlando, and Richard Scharf, President & CEO of Visit Denver.

In addition to the guidance and key messages provided in this toolkit, part of DMAI’s advocacy initiative is to connect member DMOs with examples of how destinations from around the world have advocated for their destination. The examples have been uploaded to the Advocacy Section of the File Library in myDMAI, DMAI’s online community and knowledge repository. We invite you to use this forum to share examples of how you and your staff have advocated on behalf of the DMO and your community’s travel and tourism industry.

Michael D. Gehrisch
DMAI President & CEO



Who we are...

As the world's largest and most reliable resource for official destination marketing organizations (DMOs), Destination Marketing Association International (DMAI) is dedicated to improving the effectiveness of over 3,100 professionals from nearly 600 destination marketing organizations around the world.

DMAI at a glance

- The world's largest association of destination marketing organizations (DMOs).
- Founded nearly 100 years ago.
- More than 3,100 members from nearly 600 destination marketing organizations around the world.
- Destination Marketing Accreditation Program (DMAP).
- Professional certificates and designations: Professional in Destination Management (PDM) and Certified Destination Management Executive (CDME).
- Face-to-face and online professional development opportunities for professionals in all fields and experience levels.
- myDMAI, the association's online social portal, connecting peers to peers, and growing virtual repository of industry best practices, case studies, and resources.
- empowerMINT, the online national sales network connecting planners in their meetings to destinations, and their experts.

About the Industry

While their approaches and structures vary, official destination marketing organizations (DMOs) - sometimes called CVBs (convention and visitor bureaus) or tourism boards promote the long-term development and marketing of the destination, focusing on convention sales, tourism marketing and service. DMO leaders are the masterminds behind campaigns, marketing the “entire” destination to meeting professionals, business travelers, tour operators and individual travelers. DMOs represent hotels, facilities, attractions, restaurants and other providers serving visitors.



Chapter 1 Purpose of the Toolkit

DMAI is devoted to the advancement of destination marketing organizations. It is concerned with the profile and perceptions this industry has relative to other business areas that are affected by both governmental and public attitudes and decisions. Decisions being made today have important implications for the future viability and sustainability of the industry. Many local governments are questioning legitimate visitor-related activity generated by DMOs, particularly where public money is involved. Do governments really have any idea what visitors do in terms of driving economic development, upgraded infrastructure and tax support? The industry is vulnerable if it neglects to prepare arguments and develop data that can respond to even the shallowest of challenges.

The DMO industry needs to stand up and speak out about the important role they play in the area of all items related to the visitor experience. We need to deliver messages efficiently and effectively with supporting data. There are good reasons for you, the members of this industry, to see value in actively advocating on behalf of your DMO and your destination. While many of you have active government and community relations activities underway in your area, here are some thoughts for those of you who are still wondering about the value of participating in advocacy activities:

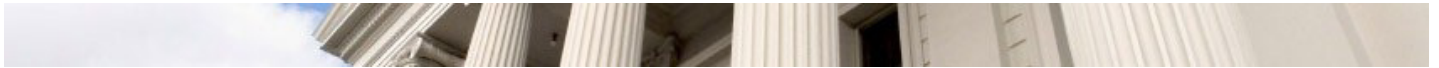
- Government and community attitudes shape the environment we work in as an industry. Both control major decisions that determine our future, such as:
 - Funding vehicles used as investment in destination marketing and promotion activities.
 - Local, state or regional - privatized economic development.
 - Local, state or regional government supported infrastructure development.

- Transportation policy; where will new roads, bridges, highways, airports, etc. be built.
- Local, state or regional taxation policies, including special tourism districts.
- Most often decisions regarding these issues are affected at the local level. Even issues involving state and national policies are most likely to be influenced by local government acting with senior government on behalf of their communities.
- As the visitor impact grows, so do its impacts and interactions with the community at large. The community needs to understand and be aware of the role visitors play to get the kind of support needed for the industry to continue to grow and prosper.

Why now?

In light of the funding models and the accompanying current economic times that we live in, the role and value of destination marketing organizations are being questioned. Are we relevant for the times? Are we an essential component of economic development? Are we the important driver of visitor traffic?

The continuing impact of the financial crisis on local government and the economic recession as a whole urgently brings these issues to the forefront. These are not new issues. Many have been evolving for some time, and the current crisis simply accentuated their impact. The recent economic turmoil has brought many issues into a sharper focus. For example, many local governments have been intensifying their scrutiny over local tax collection, which has a major effect on how DMOs operate. Competition for the tax revenues has intensified. In this tough economy, other groups are after the same money that our industry has received in the past. Government debt will continue to play a major role in local government budgets, tax collection, and disbursements



for some time into the future. This will make decisions regarding major infrastructure and capital projects much more challenging. Thus, our advocacy efforts will need to be more compelling.

Destination marketing organizations today face a growing need to advocate the outcome of their efforts. Government policies are being established every day that have implications important to our industry. Such as; taxation, infrastructure, transportation and immigration, all of which are vital to our future. The murky world of public policy involves many players, making it uniquely difficult on any one organization to fully understand and navigate. DMOs involved in policy and advocacy works need to be more effective in their efforts if they are to make a meaningful difference. It can take years of building constituencies, educating legislators, and forging alliances to actually change policy or perceptions. Therefore, DMOs, which are typically established for the sole purpose of marketing or selling that given destination, have had difficulty in operating or advocating in the public policy arena. But let's start with what we do know.

We have a great story to tell:

- We are an essential element in the economic engine of the destination.
- We are a major tax generator that brings new money into the local economy.
- We create infrastructure for use by the visitor that benefits the local citizenry and commerce year-round.
- We are critical to the success of other businesses, which use our activities to access new markets.
- Most importantly, we play the key role in creating a global brand for the destination

What we know for sure from the lessons we have learned the last few years:

- We cannot get much support if they do not know we exist! We have little influence in community or government affairs, if we maintain a low-profile.
- People need to fully understand what we do. Being aware of and understanding the role of a DMO is

key to garnering support. When people understand the benefits visitors provide the community, they are more likely to support our needs.

- As a result, we are vulnerable to adverse funding, government regulation and policy decisions that have big impacts on our industry.

If you have an interest in advocacy and policy change, the information contained in this toolkit and the proposed strategies addressed here should prove useful to the wide variety of DMOs. The toolkit is designed to outline an approach grounded in the expertise of destination marketing and travel colleagues. In recent years there has been a seismic shift in the roles and responsibilities of the DMO staff member. As one DMO executive stated, *"Three years ago I dedicated 10% of my job to advocacy - today I dedicate 75% of my job to advocacy."* Advocacy is an emerging field of practice for DMOs and there are still many lessons to be learned.

**"Three years ago
I dedicated 10% of my job
to advocacy
- today I dedicate 75%
of my job
to advocacy."**



Chapter 2 How to use the Toolkit

Resource Manual

It is the intent of this resource manual is to provide you with the tools that will enable you to build stronger advocacy for your destination marketing organization and for the issues that affect you and your visitors. The time has come to move from talk to action. Only you can make this a living, breathing document. We hope this toolkit can serve as a next step in the learning process - a jumping off point for DMAI members, their staff, and anyone interested in advancing the cause of destination marketing advocacy.

To put it simply, you cannot do all of this alone. You need the support of your DMO staff members and assorted individuals, champions, if you will, who are willing to work on and speak out on your DMOs behalf to achieve the desired effectiveness of your activities. You will find an overview of government structure to educate your staff.

There is nothing magical about creating an advocacy plan – it is simply a problem-solving tool – but a very helpful one since you use it as a roadmap to guide you through the rest of the advocacy process. The plan is also a tentative schedule, giving you an idea of when you can expect to reach your outcomes or goals. You will find details of how to create an advocacy plan and the importance of identifying stakeholders.

Finally, the manual is full of tools providing you with key strategies for working into the political process. Substantive material on; forming coalitions, stakeholder development and tracking, ingredients for a local public policy manual, how to write legislative alerts, along with effective tools for communicating with stakeholders and elected officials.

We believe the single most important detail is simply beginning to do something. TAKE ACTION - many organizations wait until they have a problem before they start on building their advocacy program, this is almost always a

big mistake. It is like saying, “close the windows a hurricane is here.” Once the hurricane hits, it is a little too late. The middle of a crisis is no place to begin building your reputation, credibility and relationships; you need to create a base of support before you need it.

Enough said. Now let’s get to it!

Please note that this toolkit will be divided into appropriate sections and placed into separate advocacy files located in myDMAI.

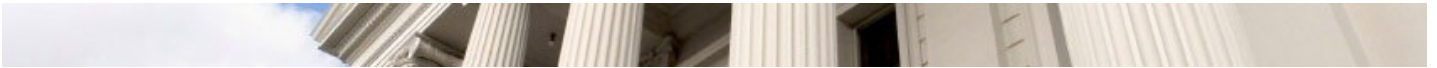


Chapter 3 Destination Marketing Challenges – Today and Tomorrow

The advocacy challenges are many for the majority of destination marketing organizations. There is no one-size-fits-all solution to the growingly complex advocacy needs of DMOs. There are some basic reasons why there has been a change in regard to the need for better advocates at the DMO level.

1. DMO leaders have traditionally not been hired based on their advocacy skills set; it has simply not been part of their job description. They are hired as destination marketing experts, thus the need to increase their education and involvement in advocacy related issues.
2. DMOs are in a changing marketplace. The destination marketing industry has evolved into a more public entity in a political environment where elected officials are using DMO budgets and relevancy as political pawns. This may be viewed as a no-brainer statement. However, the people interviewed in the discovery phase for developing this toolkit, never thought advocacy would affect them to the degree it is in their daily lives.
3. The current economic situation. In this unsettling time DMOs are under budgetary impact from local, county, regional and state governments. We do not foresee this challenge reversing anytime soon. In fact, it may never change. There must begin a long-term dialogue on the funding mechanisms for DMOs. In some organizations, the dialogue has already begun.
4. With the changing marketplace, now it is more important than ever to align with other organizations on local, state and national advocacy issues. Collaborate more with the resources around you. Form coalitions with a diverse group of stakeholders to establish the depth and breadth of the industry.
5. Most DMOs have a diverse and complex list of audiences. Identifying and analyzing these audiences, and how they may change in the future, will be a chief component for understanding how to address tomorrow's critical issues.

Take nothing
for granted,
the political
winds can
change in a
moment's
notice.



6. DMOs must recognize topics and how to address them in each of the following categories.
 - a. Relevance - Value.
 - b. Geo/political Issues.
 - c. Natural and man-made Disasters.
 - d. Financial - Budgetary/Revenue Transparency.
 - e. Justifying Travel & Entertainment Spend.
 - f. Salary Disclosures.
 - g. Product Development.
 - h. Infrastructure.
 - i. Education.
 - j. Economic Development.
 - k. Funding and Funding Models.
 - l. Convention Center - costs and management.
 - m. Social Responsibility.
 - n. Environmental - Preservation.
 - o. Quality-of-life - all the things the industry does for the community.
 - p. Outside competitive factors – OTAs and Third Parties.

We reiterate a statement we made at the beginning of this document that we believe the single most important characteristic is simply beginning to do something.

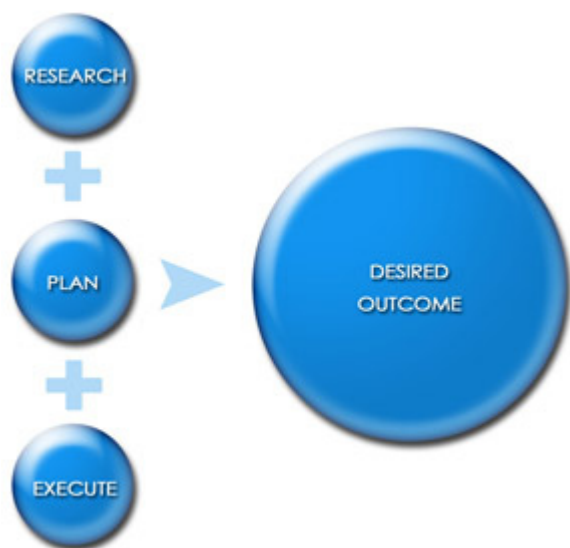
Take
Action
Now!



Chapter 4 Developing the Advocacy Plan

Plan Development

Without a plan one has no direction. As stated earlier, there is nothing magical about the plan - it is simply a problem-solving tool. We've illustrated the components to a plan below.



Desired Outcome

The Desired Outcome circle is the largest because this is really the start of your advocacy plan. Start by writing a short statement of the issue, problem or desired outcome.

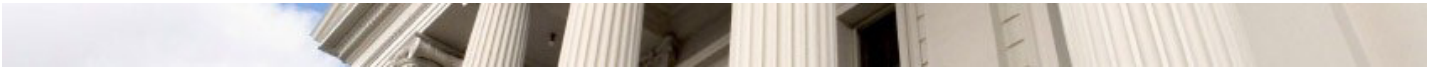
- Start early - before you need it.
- Define your goals and objectives.
 - Identify desired outcomes:

- New legislation
- More funding
- Product development
- Economic development
- Greater visibility

- What exactly do you want to accomplish?

Here are some guiding questions that may help you better define your advocacy issue, problem or desired outcome. You may or may not have answers to each question. One question may lead to another question not on this list. And finally, as you proceed through your plan, your answers may change.

- What is the problem?
- What you want to achieve?
- Is there a timeframe?
- What is the dominant local view on this issue?
- What groups or individuals are currently most supportive of your DMO?
- Who has the power, and what needs to be shifted?
- What key decision-makers would you like to have on your side?
- What are the three points you would make to key leaders to gain their support?
- What can you change in a particular timeframe?
- How do you want to achieve your goal?



- What are the accelerators and inhibitors?
- What are the competing agendas?
- What do your adversaries want?
- Are you the right organization to do this project?
- Does your organization have the capacity to do this project?
- What public relation tools, including but not limited to, brochures, fact sheets, press releases, advertisements, etc. will you need to help build your case?
- Why are you going in a particular direction?
- How would your organization grow as a result of the activity or effort?
- How would you demonstrate that the DMO has a positive impact on the community?

Answering these questions will help you focus your thoughts and will be a helpful reminder should you get stuck or side-tracked. Before you put your plan on paper, think carefully about what you hope to achieve. Is it more money? Is it a new law or policy? Are you trying to defeat a particular proposal or piece of legislation? Are you trying to pass a referendum? Then ask yourself, “What will it take to make it happen?”

The major component of any advocacy plan is deciding what you would like to achieve as the ideal solution to your problem. The greatest barrier to successful advocacy is being unclear about what you are trying to achieve. Be realistic about the options available to you. Your goals should be well considered and well researched. Precautions such as this will assure that your goals are reasonable and do-able. These goals should be forward-looking. Remember, it is impossible to turn back the hands of time, what is done is done and cannot be undone.

Although it is vital to decide on an ideal solution, it is equally important to realize that you may not reach this goal. It may be necessary to compromise - you may not get everything you wish for. Prepare yourself for this possibility, try to see the outcome of your efforts as a range from getting everything you

want, a variety of what you want, to the possibility of getting nothing that you want. Decide early on some compromise solutions that are acceptable although not ideal. Later, if compromise is reached, you will still achieve an acceptable outcome and any other parties will probably feel that they have accomplished something as well by causing you to accept a solution that addresses their needs as well. You will undoubtedly be perceived more favorably if you show a willingness to work out a solution rather than insist on only your outcome.

Research

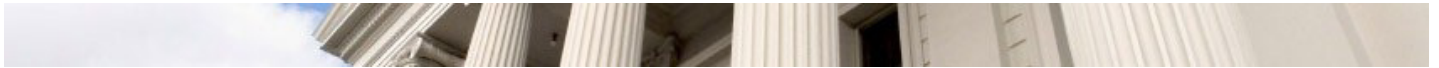
An excellent next step in developing your advocacy plan is to list all the information you need to reach your desired outcome. Divide this list into two sections - one labeled **“Information I already have”** and in the other **“Information I need to obtain.”**

Assess the situation. Depending on your objectives:

- Understand your operating environment.
- Identify barriers/opposition.
- Identify key decision-makers and influencers.
- Identify both strengths and weaknesses.
- Identify supporters both existing and potential.

Think about how others will be affected by your plan. What are their needs or priorities? What arguments do you expect them to make? Write down these arguments on your plan and what you will say or do in response to these arguments.

You, your DMO staff members, and the assorted stakeholder individuals who are willing to speak on your DMO’s behalf are far too busy to waste time on activities that won’t result in the desired action. An advocacy plan ensures that you maximize the effectiveness of your resources. The saying, “You never get a second chance to make a first impression”, is especially true when it comes to advocacy efforts. Having an advocacy plan allows you to maximize the impact of that first impression.



Plan

Review your answers from the questions listed earlier and any additional material you collect during the research stage. Track the types of information you still need to collect and allow for opportunities to gather this information when developing your plan.

Key areas to include in your plan are:

- Leadership – appoint a leader in assigned tasks.
- Budget – create one, if necessary.
- Manpower – get the DMAI “family involved” – all staff, Board of Directors, influential stakeholders, volunteers and those parties that may benefit from the success of your advocacy efforts. Build a database of supporters: names, addresses, telephone numbers and e-mail addresses. Create an event list to keep them informed of both successes as well as setbacks.
- Coordination of Activities – make sure everyone understands the rationale behind advocating, and provide them an opportunity to give input. Break tasks into bite-size pieces. Many people are “too busy” but would like to provide some help. Prepare a “to do” list from which they can choose an activity of support. Examples include; attending a City Council meeting, writing a letter to the editor, a brief meeting with other key stakeholders, or simply making one phone call to a key official.
- Fundraising – let those you are seeking financial support from know how they can make a difference.
- Publicity – talk about the visitors’ needs – not the DMO’s. Focus on the need of the visitor, the impact they have on the community, the economic development and tax benefits provided by your solution.

Execute

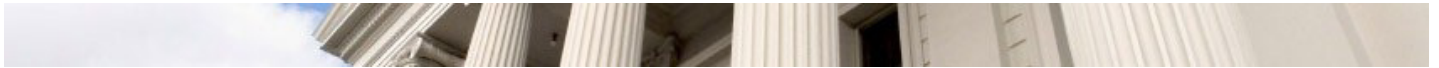
The execution of your advocacy plan is along the same lines as any other project managed internally. You will need effective sales/marketing (communications), logistics (operations), and follow-up (evaluation).

Communications:

- Who do you want to communicate with?
 - Define the key message
 - Target audiences
 - Strategies and resources
- Support your supporters. Provide key talking point sheets and other materials to help them get the message out.
- Reach out to key influential community stakeholders. Meet with these key leaders and officials to educate them about DMO and visitor concerns. Invite their support. Ask to speak at civic, education, trade and business organization meetings or events.
- Distribute appropriate information both in and outside the DMO community. Look for places and events where the people you are trying to influence are likely to see and read it.

Operations:

- Develop a work plan or project timeline with tasks, assignments and deadlines.
- Monitor progress regularly.
- Train your manpower in advocacy skills, such as the Seven Steps for Citizen Activism (see Chapter 5 – under Local Public Policy Manual).
- Continually thank and recognize your supporters at every opportunity!



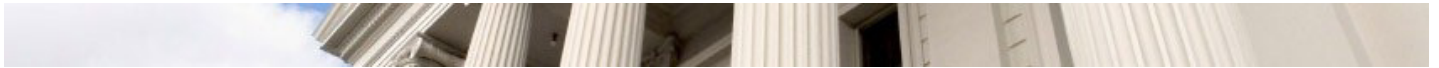
Evaluation:

- What worked? What didn't?
- The answers to these questions may make the difference in future advocacy efforts.
- Record data. Document your case. Track Results.
- Modify and update this plan on an as needed basis.

Final Checklist: Elements of a successful advocacy plan

- ✓ Get internal teams prepared first.
- ✓ Find credible advocates.
- ✓ Ensure the advocacy program is legal and above board.
- ✓ Make certain it matches up with your strategic agenda/plan.
- ✓ Give your advocates a platform to work from.
- ✓ Listen for critical feedback - be accountable and adjust the plan as needed.
- ✓ Provide advocates with communication tools.
- ✓ Define success.

Advocacy is a long-term endeavor so emphasizing a long-term perspective is key.



Stakeholders

Understanding and managing stakeholders is critical to the success of every advocacy plan. By engaging the right people in the right way you can make a big difference to its successful outcome. The actions you take and the projects you operate will affect more and more people. The more people you affect, the more likely it is your actions will impact people who have power and influence. These people can either become strong supporters or they can block your efforts.

Saint's, Sinner's and Savable's

There is a well-known political campaign adage called “**Saint's, Sinner's and Savable's.**” It is used to describe the three different types of people in the electorate when working on a political campaign.

Saints are the people that no matter what you do, how you say it, or what it looks like, they are **STILL** going to support you and vote for you. You could do almost anything short of murdering your mother. In the eyes of the candidate – you are a **saint!**

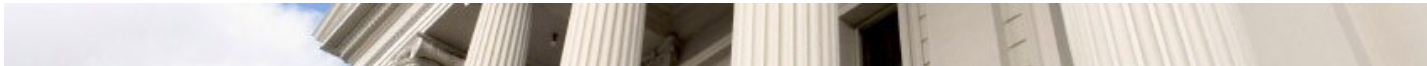
Sinners are the people that no matter what you do, how you say it, or what it looks like, they are **NEVER** going to support and vote for you. You could win the Nobel Peace Prize. In the eyes of the candidate – you are a **sinner.**

Savable's are the people most important to the candidate and the political team tasked with securing the candidate's victory. They are listening to what you say and how you say it. They are open-minded and have yet to make a decision on who to vote for. These are the people that you have a chance to persuade. These people are the **savable's.**

Most “get out the vote” efforts are aimed at Saint's, while most political marketing is geared to the group of Savable voters. Recognize that a candidate must energize their Saint's group to keep them motivated to go out and vote.

Here's a great example of how this political theory works. At the beginning of the 2008 presidential election, Barack Obama had a small group of Saint's, a small group of Sinner's, and a very large group of Savable potential supporters and voters. While the better-known candidate, Hillary Clinton had a larger group of Saint's, a larger group of Sinner's, and a very, very small group of Savable potential supporters and voters. In this scenario it was much easier for Obama to create a strategy and message that would resonate with the Savable's. He had a wide open field from which to operate. The direct opposite took place in the Clinton political camp. Her field was narrow making it very difficult to find a successful strategy with such a narrow bandwidth.

Think of the parable of the “**Saint's, Sinner's and Savable's.**” when identifying, understanding, and working with your stakeholders. In simple terms, layout - who is for you, who is against you, and who you can educate and motivate to help save your cause?



Most DMOs
have a diverse and complex
list of audiences.

Who are your stakeholders?

- 1. Create a list of all potential stakeholders.
- 2. Identify who your key stakeholders are for each issue, problem or desired outcome of your advocacy plan.
- 3. Prioritize their power, influence and interest, so you know who you should focus on.
- 4. Develop a good understanding of the most important stakeholders. Know how they are likely to respond to your needs so that you can work out how to win their support.

The involvement of stakeholders is a key element of building DMO initiatives. Begin by setting up an internal process to support the initiative and build relationships with community intermediaries to identify the broadest pool of stakeholders in your community.

Stakeholder analysis – who should be in and why

- 1. Create a list of all potential stakeholders. Brainstorm all possibilities. Think of all the people who are affected by your work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion. Stakeholders can be found in the audiences that are key to your success.

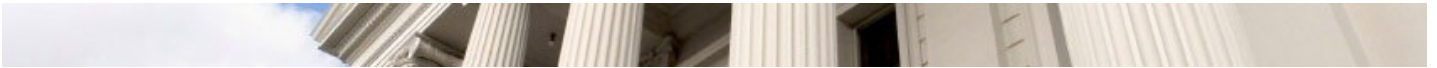
Remember that although stakeholders may be both organizations and people, ultimately you must communicate with people. Make sure that you identify the correct individual stakeholders within a stakeholder organization.

When creating your own table of audiences be sure to consider that all parties should be listed as stakeholders who are likely to be affected by the outcome, both positively or negatively, directly or indirectly.

The table below identifies some of the audiences where you may find key stakeholders.

Potential DMO Stakeholder Audiences

DMO Board of Directors	Local Business Community	Media
Mayor	Residents	Educators
Other Local Elected Officials	Employees in Travel/Tourism Industry	Customers
Local Government Appointed Officials	Community at large	Anti – Tourism Groups
Local Government Staff	Community Special Interest Groups	Travel/Tourism Industry Associations
State/Provincial Legislators	Voters	Other Influencers



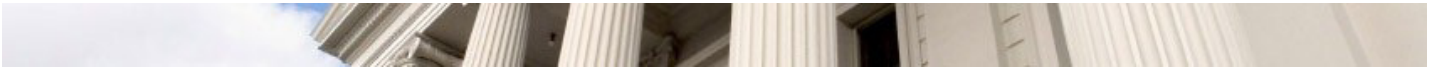
2. Identify who your key stakeholders are for each issue, problem or desired outcome of your advocacy plan.

You now may have a long list of people and organizations that are affected by your work. Some of these may have the power either to block or advance your efforts. Some may be interested in what you are doing; others may not care at all. It is recommended that you create a separate key stakeholder list for each and every issue, problem or desired outcome of your advocacy plan, because not every stakeholder is as vital for each.

3. Prioritize their power, influence and interest, so you know who you should focus on.
4. Develop an understanding of the most important stakeholders. Know how they are likely to respond to your needs so that you can ascertain how to win their support.

The table below illustrates key stakeholders' power and influence scale, with 10 being "most influential." Keep any sensitive documents privately secured.

Advocacy Plan - Key Stakeholder Worksheet							
Issue, Problem, or Desired Outcome: City of Oz Promotion Act							
Stakeholder Organization	Name	Title	Current Position	Historic Notes	Power & Influence	Weighted Scale (1-10)	Action Taken
City of Oz	Joseph Smith	Mayor	Mayor	Former city council	supports city promotion funding	10	Committee responsible for marketing dollars reports to Mayor
City of Oz	Arthur Jones		Council	printing business owner	supports city promotion funding	10	On Planning committee; met in office
City of Oz	Susan Brown		Council	Teacher	supports education	2	No new taxes; put money into schools



Stakeholder Biographies


Create biographies and background material on each and every local official that may have a say in influencing your desired outcome. Learn their likes and dislikes, their aspirations, desires and goals. Learn about their history in local government; positions they have taken in the past, groups they have supported and continue to support, as well as their success in producing their desired legislative results. Learn as much as possible so that you can influence based on knowledge and past performance. It is vitally important that these records be kept on all elected officials that have influence over your desired outcomes. Keep a record of this information so that it may be used in the future to identify legislators with an interest in your issues.

We’ve included two sample forms for collecting data of stakeholder biographies. This is the organizational equivalent of the “*black book*”. You could use customer relationship management software to achieve the same result. We like the old fashioned, three ring binders with hard paper copy biographies, type because it allows us to store additional scrapbook type items of importance along with the stakeholder’s biographical information.

Sample forms for data collection of stakeholder biographies

STAKEHOLDER GROUP - IE CITY COUNCIL

Paul Smith



Position:

Former Occupation:

Party:

Birth Date:

1st Elected:

Office Phone:

Staffer:

Email:

Office Address:

Mayor

Farmer

Democrat

3/4/1957

11/23/1997

(999) 888-7777


name of key staff or who answers phone

908 W. Capital Way Tacoma, USA, 98401

Details:

Paul Smith graduated from ABC University, US with a Bachelor degree in 1980. He farmed in central CA and was elected to Fresno city council in 1990 and served until mayoral win. Knowledgeable on agricultural concerns and state subsidies to farmowners.

Jennifer Young



Position:

Former Occupation:

Party:

Birth Date:

1st Elected:

Office Phone:


Staffer:

Email:

Office Address:

Details:

Anne Davolio



Position:

Former Occupation:

Party:

Birth Date:

1st Elected:

Office Phone:

Staffer:

Email:

Office Address:

Details:



Photo Here	<h2>Full Name</h2>
BIO SKETCH TEMPLATE	
BASICS	
Position/Title: _____ Past Occupation: _____	
Phone: _____ Email: _____	
DOB: _____	
POLITICAL	
Democrat: <input type="checkbox"/> Committees: _____ Task Force: _____	
Republican: <input type="checkbox"/> Key Staffer: _____ Staff Phone: _____	
Independent: <input type="checkbox"/> Elected: _____ Re-Elected: _____ Status: _____	
PERSONAL	
Activities: <input type="checkbox"/> _____	
Cultural: <input type="checkbox"/> _____	
Sports: <input type="checkbox"/> _____	
Charity: <input type="checkbox"/> _____	
Spouse: <input type="checkbox"/> _____ DOB: _____	
Children: <input type="checkbox"/> _____	
Education: _____	
ADDITIONAL INFORMATION	
Special notes on the elected official, family or key staff:	
Additional data or information pertinent to the stakeholder:	
ACTION / RESULTS/ FUTURE	
Actions Taken:	
Results:	
Future Action:	



Chapter 5 Key Strategies

This chapter introduces key strategies, or plans of action, to include in your advocacy plan. When preparing your advocacy strategy, begin by adhering to the highest standards of integrity, ethics and conduct. Your advocacy operations should reflect the same strong principles upon which your DMO bases its policy objectives.

If one of your goals is to protect the mission and operation of your DMO through advocacy strategies, then we suggest you commit to create an innovative approach and program today before your issues and concerns become tomorrow's pitfalls. Be mindful of the solution and compromise principals that we mentioned in earlier chapters. These will enable you to achieve higher net results in the long-term.

It is imperative to the success of any advocacy effort that one understands the role and responsibilities of all the local stakeholders. Advocacy for political gain is the art of finding the middle, of building consensus, and of creating a majority. Most often political success is achieved through an association of people, as in a coalition or alliance of people with similar interests and concerns.

Easing your way into the Political Process

“A people who mean to be their own governors must arm themselves with the power which knowledge gives.” James Madison

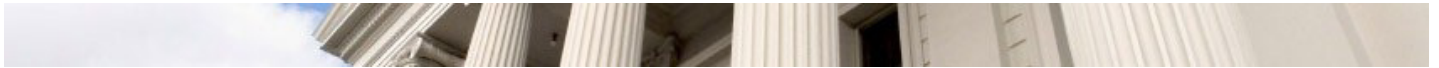
Elected officials must know the opinions of their constituents to make informed decisions. Yet, establishing contact with these individuals may seem intimidating. Following are suggestions for easing into the political arena.

Break the Ice!

- Identify legislators at the local, state and federal levels who are dealing with the issues affecting your industry or special interest.
- Call or write officials just to say “hello” and to identify you as a constituent interested in the political process. In this initial contact, you may wish to explain your position and express interest in government activities that affect your special interest.
- Introduce yourself via a courtesy visit to an elected official's office.
- Connect with your local elected officials staff. Set a meeting to educate them on what you do, what your organization does, along with your desire to create a working relationship. Understand their role in the local legislative process. Ask how you can assist them when issues that affect you present themselves.
- Invite local officials to community activities, such as crime-watch or professional association meetings.

Recognize Opportunities

- Attend town hall meetings, “eggs and issues” breakfasts, or special forums. Most elected officials schedule such opportunities on a regular basis to discuss issues. (Meeting notices will be listed on their websites, local party websites, mailed directly to constituents or may be published in local newspapers.)
- Check the local government schedule of meetings, hearings and voting sessions. Plan your deadlines accordingly.
- Meet with elected officials who have a vote pertaining to your issue.



- Attend meetings of your local legislative body and neighborhood organizations.
- Identify potential champions in the legislative body.
- Volunteer time: Seek service on the elected official's advisory committee (a key opportunity for input into the decision-making process). Join the activities of a local political party.
- Offer expertise. Inform elected officials when (and how) you may be of assistance.
- Communicate and/or meet with state and local officials to help them better understand how certain issues affect your industry or special interest.
- Provide educational resources for the political representatives in your area.

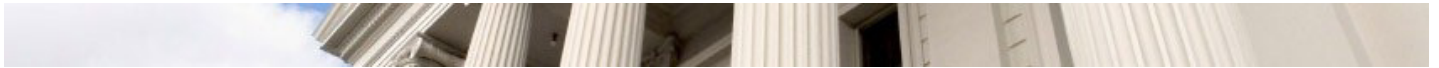
Information is Power

- Identify allies among organizations with mutual interests and solicit them for support.
- Form alliances and coalitions with other stakeholders who support your cause and position.
- Identify opponents and prepare responses to try to negotiate an agreement. Try to anticipate problems and have solutions and compromises ready.
- Stay informed! The website www.vote-smart.org publishes records of how federal legislators voted in Congress. Some local newspapers provide regular columns on state legislature activities and you can find state legislator bill activities on your state legislator website. Once you find a bill you are interested in, you can follow history, amendments, and current status reports.
- Subscribe to publications or visit state legislature websites reporting on current law-making activities. State legislature websites have publications online including agency reports and legislative journals.

The next two sections, entitled *Tips for Effectively Advocating* and the *7 Actions of Highly Effective Advocates*, are designed to assist any participant advocating on behalf of DMOs and your issues. Even the most seasoned DMO professional can appreciate reminders of the basic tenements of influence and advocacy.

You Are a Resource

- Organize a group to address an issue. Particularly in local circles, elected officials will seek out those individuals who represent a group of people concerned about a particular issue. Or, invite a local official to one of your group's meetings so they may meet more constituents and learn more about your interest.
- Create background material, proposed language, and talking points.



Top 10.5 - Tips for Effectively Advocating

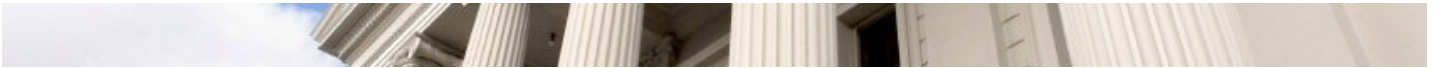
1. Tell the whole truth. Tell the whole truth. Tell the whole truth - always!
2. Prepare - do your homework. How does the issue affect their district and their constituents, remember “All politics is local.”
3. Clearly know what you want. Frame the issue the way you want them to see it.
4. Strategize. Solidify your base (*Saint's*), and spend most of your energy convincing the undecided (*Savable's*).
5. RELATIONSHIPS. RELATIONSHIPS. RELATIONSHIPS. It is the long term basis of influence. It is not who you know that's important, it is who you need to know.
6. Communicate - use a combination of different communication tools, such as: personal visits, letters, telephone calls, e-mails, letters to the editor, op-ed pieces (abbreviated for “opposite the editorial page”), public presentations, and newspaper or magazine articles. Remember to think local.
7. BE ACCOUNTABLE! Do what you said you were going to do, when you said you were going to do it. FOLLOW UP is key!
8. Be their resource. Offer to provide them the tools necessary to assist and keep them informed.
9. Understand how to compromise. Often times, a little is better than none.
10. LISTEN! LISTEN! LISTEN! Your ears are more important than your mouth. What does it take to get their support?

BONUS or 10.5. Build alliances! Build coalitions! Reach out to those who share your same concern.

7 Actions of Highly Effective Advocates

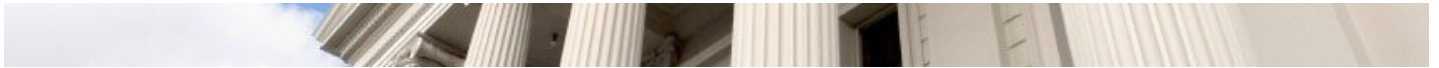
*“A citizen is one who participates in power.”
Aristotle*

1. **Stay informed.** Read newspapers and magazines, join social media groups and find blogs that help you stay abreast of issues concerning you or your business. Check websites of organizations that produce studies on these issues to supplement the information that you receive from the media. Use your search engine for more in depth research or new sources for your subject.
 - a. Monitor legislation
 - b. Establish a periodical clipping service of pertinent articles. Peruse select periodicals or websites to collect relevant articles to bring to meetings for discussion.
2. **Discuss the issues.** Share the information amongst peer groups and friends. Talk with them and listen to their views about these issues. Start a discussion in your social media groups, your workplace, school, social circle, etc. Sharing opinions and insights will help you shape and refine your own beliefs. Even those people whose opinions oppose yours have valuable points of view. Discussion is the first step toward finding the truth.
 - a. Establish a government affairs ‘minute’ at your organization’s meetings to report on current issues or activities.
 - b. Provide legislative alerts for your group.
 - c. Establish contact with a local lobbyist on either the municipal or state level for an information source on relevant issues.
 - d. Conduct special programs within your group (e.g. legislative forums or panels) on ‘hot’ topics and/or ‘how-to’ sessions. One idea: organize ‘town’ or ‘industry’ meetings to educate the group on the ballot issues.



3. **Get on record.** Write letters (or email) to your local officials on the topics that concern you. Voice your opinion by writing to editors of the printed and e-press you read.
 - a. Write or send articles written in your industry or about your special interest to local officials or editors.
 - b. Submit written reports about significant issues discussed within your organization to local officials or editors.
 - c. Organize letter writing campaigns to government representatives.
 - d. Form a coalition of local industry or special interest colleagues to respond to legislative issues. This has proven to be effective, especially at the local level.
4. **Vote.** Register to vote and keep abreast of local issues affecting you. Many people vote in the presidential election every four years, but issues such as school administration, property taxes and zoning laws are decided in local elections and impact you significantly.
 - a. Sponsor a voter registration table at a regularly scheduled industry meeting prior to election(s), which could coincide with an educational program on government affairs.
 - b. Encourage individual political action when legislators are addressing important issues.
 - c. Get out and vote! Create a “*Get Out The Vote*” campaign, assisting people with information on voting, where to vote and when.
5. **Volunteer.** One of the best contributions you can make to a political campaign is your time. You can answer phones, post yard signs, and disseminate. Contact your local political party office for volunteer opportunities. Go to your search engine and key-in your ‘county name’ followed by ‘party name’ and you’ll find links to their local office(s).
6. **Put your money where your mouth is.** If possible, you can contribute financially to a candidate, your state or national party, or special interest cause.
 - a. Many local parties have special events or dinners with candidate appearances. Levels of participation at these events may vary depending on the level of donation.
7. **Believe.** Cynicism is for the hopeless. Belief is for the hopeful. Only through speaking out on the issues you support and encouraging other people to do the same can you really make a difference.





Form Coalitions

Forming a coalition with diverse stakeholders and organizations to promote public policy activity on priority issues is one of the most effective ways to expand your outreach and influence. Together, the coalition can work on activities such as community and government education, and issue forums, all of which allows you to reach more constituencies, and gain additional visibility. Below are a few points to consider when partnering with groups within your community to form coalitions:

- Do your research. Search for organizations with similar missions. Assess their priorities, those types of activities, and the kind of benefits you would both receive by joining forces.
- Attend events sponsored by other organizations. Show interest in their work and watch them do the same.
- Consider new and diverse partners. Look for organizations with whom you have never worked with before. Some of the best coalitions are formed with what others may perceive as "strange bedfellows."
- Search for coalitions that already exist. If a coalition doing similar work exists, join forces to increase your impact and to avoid the duplication of efforts.
- Create relationships with other organization leaders and members. Personal contact will improve your relationships with these organizations and lay a solid foundation for future work together.
- Be a vocal ambassador by keeping advocates updated on your current projects and programs in a consistent and timely manner.
- Ensure that other organizations have access to your communication pieces. Share resources and ideas you have developed concerning how, when and to whom to communicate with through key talking points, sample e-mails, sample letters, and sample op-ed pieces.
- Formalize communication. Consider how you will communicate with each other. Understand the

guidelines you will need for dealing with different organizational styles and approval systems.

- Formalize the decision-making process. What rules will be in place to implement decisions? Will there be a coalition chair and who will that be? How often will you need to meet?
- Formalize your budget. Who pays for what? Who approves what? How much will each organization contribute?
- Formalize the evaluation process. Who is responsible for the evaluation? Are the coalition's efforts and progress effective? Who will implement the changes if needed?

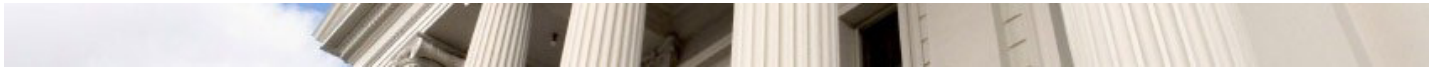
Existing strategies as listed in myDMAI Advocacy Section

Subtopic: DMO Funding and Preserving Marketing Dollars.

- Lodging Tax Primer.
 - What is "Lodging Tax"? "Lodging Tax" (or an equivalent name) is a tax on paid overnight stays at a lodging property such as a hotel, motel, resort, inn, bed & breakfast, etc. It is usually collected by the lodging operator from the overnight guest, and then passed on to the appropriate level of government. - Wisconsin Hotel & Lodging Association, October 2010

Subtopic: DMO Relevancy, Transparency and Accountability

- Standard DMO Performance Reporting: A Handbook for DMOs
 - The Standard DMO performance reporting: A Handbook for DMOs is the culmination of an intensive, industry-wide effort. This handbook provides DMOs with the systematic, business



mindful approach to internal performance assessments. These assessments are necessary to guide the decision-making process for resource management and allocation, sales and marketing campaign development, as well as staff training and development. - DMAI

- Under the Microscope (case study about transparency, media scrutiny and public funding).
 - This article was originally published in Destination Marketing Monthly, August 2009 (titled: Under the Microscope: A Changing Environment for CVBs) - Orlando/Orange County CVB, August 2009

Subtopic: Importance of Marketing Dollars

- The Rise and Fall of Colorado Tourism
 - This is a case study by Longwoods International about the effects of cutting tourism marketing in Colorado. - Longwoods International
- Video: Tourism Pays (video illustrates the value of tourism)
 - VISIT DENVER created this video illustrating the ripple effect of tourism, and is now making it available to all DMAI members to customize for use as a powerful advocacy tool to communicate the value and relevancy of visitors to the local stakeholders. - VISIT DENVER, November 2009

Subtopic: Legislative

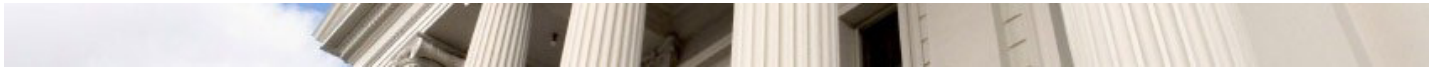
- Billings (Montana, USA) Chamber of Commerce & CVB Public Policy Manual
 - The Billings CVB offers this link to their online manual, compiled to communicate to their members, elected officials and decision-makers where the Billings Chamber of Commerce/convention and visitors Bureau stands on numerous issues important to the

business community. - Billings CVB

- DMAI Industry Position Statements
 - These are the current position statements endorsed by DMAI. They are also located in a later section of this advocacy toolkit. - DMAI, December 2010
- Sample: Letter to the U.S. Dept. of Justice regarding policies on meeting locations
 - Sample letter sent from the Orlando/Orange County CVB to the U.S. Department of Justice regarding the government policies for the selection of host, destinations, specifically locations deemed to represent a resort or vacation area. - Orlando/Warner County CVB, December 2009
- Sample: Opposition Letter to Senator regarding Internet Travel Tax Fairness Act
 - Phoenix submitted this sample opposition letter to Sen. Kyl regarding the Internet Travel Tax Fairness Act. - Greater Phoenix Convention and Visitors Bureau, February 2010

Subtopic: Value of Meetings and Conventions

- Campaign: Face Time. It Matters.
 - “FACE TIME. It Matters.” Is a grass-roots industry campaign theme designed to promote the benefits of meeting face-to-face. The campaign was adopted in response to one of the most challenging years ever faced by the meeting, convention and exhibition industries. – <http://www.facetimematters.org>
- CIC Economic Significance Study
 - An alliance of Convention Industry Council (CIC) members, of which DMAI is a part, has agreed to fund and participate in the meetings, conventions, exhibitions, and events economic significance study led by



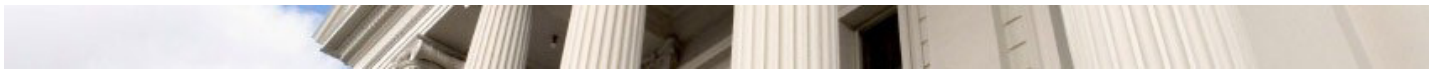
PricewaterhouseCoopers (PwC). This is a major study that will require significant original research. PwC began surveying in March 2010, with delivery of the study is slated for February 2011. – <http://www.conventionindustry.org>

- Legitimizing conference and events: documents from VISIT DENVER
 - VISIT DENVER. Provide examples of legitimate business purposes for conferences and events along with a model board policy regarding approval of conferences and events. -VISIT DENVER, May 2010
- Oxford Economics' Return on Investment of U.S. Business Travel Study
 - Research conducted by global research firm Oxford Economics establishes the first clear link between business travel and business growth. The Oxford Economics Business Travel study is sponsored in large part by the Destination & Travel Foundation, a combined effort with the U.S. Travel Association and Destination Marketing Association International. – <http://www.ustravel.org/news/business-travel-roi>
- Travel Promotion Act talking points, supporting documentation (9 files)
 - Numerous files from U.S. Travel Association regarding the talking points for the Travel Promotion Act. This act passed Congress in 2010. - U.S. Travel Association

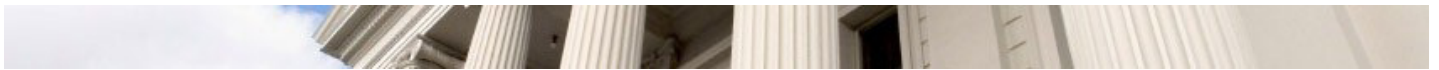
Subtopic: Value of Tourism

- Built by Steel, Changed by Tourism – a South Shore CVA YouTube Video
 - This video illustrates the value of tourism to South Shore, Indiana. – <http://www.youtube.com/watch?v=huMwqGK9HZ0>

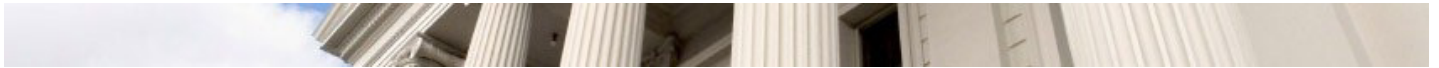
- Colorado Travel and Tourism Value of Tourism examples
 - Colorado Travel and Tourism Facts and Figures PowerPoint presentation. - Colorado Office of Tourism, 2008
- Dollars and Sense of Texas Tourism – 2009
 - A newly updated version of “Dollars and Sense of Texas Tourism” - Texas Travel Industry Association, 2009
- Economic Impact of Tourism in Beaufort County (micro site)
 - Beaufort Regional Chamber of Commerce Visitor & Convention Bureau releases a new “micro-site” that is aimed at educating the community on the importance of tourism. - <http://www.TourismWorksForBeaufort.com>
- Economic Impact of Visitors to Durham (2 files)
 - Files from: The Economic Impact of Travel and Tourism in Durham, North Carolina, based on a four-part series for Durham News Service. – March 2010
- Example: Ad and Marketing Piece geared toward Locals
 - Advertisements run in local newspapers by the Bradenton Area Convention & Visitors Bureau, March 2010
- Example: Stats for Central Virginia
 - Local statistics supporting visitor expenditures, job supported state and local tax revenue for the state of Virginia, Greater Lynchburg Region, and the City of Lynchburg. - Lynchburg Regional Convention & Visitors Bureau, 2009



- Example: Value of Editorial Coverage for Illustrating Importance of Tourism
 - Article in the January 26, 2010 issue of *Washington Post* regarding the importance of tourism to Denver. - VISIT DENVER, January 2010
 - Hilton Head Island: The Power of Tourism (website link)
 - This website link discusses the power of tourism on Hilton Head Island.- <http://www.hiltonheadisland.org/tourismworks>
 - PA Tourism Equals Jobs (website)
 - Website link created by the Pennsylvania Association of Convention and Visitor Bureau as part of their efforts to fight for the state tourism office budget in the DMO grants program. - <http://www.patourismequalsjobs.com/>
 - Press Release: Governor Crist Asks Floridians to Help Promote Tourism
 - Press Release of an inspirational grassroots campaign to strengthen Florida's economy. - VISIT FLORIDA, February 2010
 - Power of Tourism – Florida tourism video
 - Informational video discusses the economic impact of Florida's number one industry – tourism. - <http://www.youtube.com/watch?v=C0u9s0LWxqo>
 - Public Tourism Promotion ROI – Cutting the Promotional Budget is tempting, but is it worth it?
 - “IHS Global Insight and D.K. Shifflet & Associates (DKSA) have been solicited to help many of our public tourism clients tell the story of the many benefits of public tourism promotion.” - IHS Global Insight <http://www.ihsglobalinsight.com/Scripts/registrationForm.cfm?ID=138>
 - Tourism Matters: Seattle
 - Official website for Seattle's Tourism Matters campaign. - <http://www.visitseattle.org>
 - Visitor Contributions to Local Economy: Analysis of Phoenix Hotels' Property & Visitor-related Taxes
 - Fully titled “How the Visitor Industry Contributes to the Local Economy: An Analysis of Phoenix Hotels' Property and Visitor-related Taxes,” this case study demonstrates how hotel taxes go well beyond the ubiquitous room tax in their contribution to the local community. The document includes the study, the questionnaire, a sample press release and media clips for DMOs who wish to replicate this study. - Greater Phoenix Convention & Visitors Bureau, November 2009
- Subtopic: N/A**
- AH&LA: Room Taxes Impact of the Lodging Industry, June 2008
 - This report from the American Hotel & Lodging Association addresses the room taxes impact on the lodging industry. – AH&LA, June 2008
 - American for the Arts – economic impact of local arts and cultural tourism spending information (3 files)
 - In 2009, DMAI and the Americans for the Arts formed a Task Force to create best practices for the local art community in the DMO. - Americans for the Arts, 2009
 - DMAI and AFTA Cultural Arts Partnership Toolkit
 - This toolkit is designed so that the DMO can work on strategies to forge stronger partnerships and realistic expectations between cultural and arts organizations at the local level. – DMAI and AFTA, July 2010



- Florida Keys Tourist Development Council – tourism marketing and development funding
 - The Florida Keys Tourism Development Council is funded under the State law, which allows for a hotel tax to fund tourism marketing and development. You can see copies of the state statute that allows for that in their operations manual, and to report on their tax collected/funding. http://monroecofl.virtualltownhall.net/pages/MonroeCoFL_TDC/index
- National Tourism Week Special Report on DMOs in Nation's Cities Weekly
 - Every year, DMAI distributes a special tourism report for the United States' Annual National Tourism Week. The report was distributed in Nation's Cities Weekly, the official weekly newspaper of the National League of Cities. - DMAI, December 2008
- Phoenix Area Property Tax Chart – comparison with Hotel Room Yield
 - The Arizona Republic newspaper created a typical tax generation chart from the average household of a Valley Area city. Although not quite “apples to apples” it is somewhat of a valid comparison and we believe illustrates the relative power of the visitor industry. “Comparing taxes across the Valley.” - The Arizona Republic, March 28, 2010.
- Protecting Resort Cities from Discrimination Act of 2009
 - This proposed Bill was submitted to Congress in July 2009, and prohibits a federal agency from establishing or implementing an internal policy that discourages or prohibits the selection of a travel, event, meeting, or conference location because it is perceived to be a resort or vacation destination. – S. 1530, 111th Congress, 1st Session
- State Tourism Office funding, 1992-2009
 - Charts of state by state tourism office funding from 1992 to 2009, researched and prepared by the Pennsylvania Office of Tourism. - February 2010
- Tourism, Economic Development and Chambers: Can't we all just work together?
 - PowerPoint presentation presented at Destination Marketing Industry Summit. Presenters: Liefke Cox ., Enterprise Florida; Jack Wert, FCDME, Executive Director, Naples, Marco Island, Everglades CVB, June 2010
- Waikiki, Hawaii Business Improvement District (link to website)
 - A link to the Waikiki Business Improvement District which posts updates on its initiatives online. - <http://www.waikikibid.org/home.htm>
- You Have the Power – Omaha CVB (video) May 2010
 - Video on the importance of tourism and meetings on Omaha, Nebraska. - <http://www.youtube.com/watch?v=Zlxvggfu5oA>



Ingredients for a Local Public Policy Manual

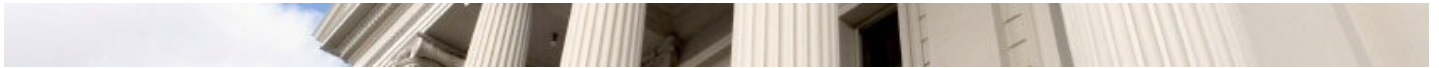
Tools of Influence

Every destination marketing organization should develop a local public policy manual or toolkit. Organizing all of your important advocacy materials in one location will make it easier to be effective, allowing you more time to focus on telling your story. Your ability to understand and communicate your local story will determine your advocacy success.

Here is a list of items that should be considered for inclusion local public policy manual or toolkit. Some of these components are discussed in more detail in the following chapters.

- Survey results from tourism impact studies.
- Tourism and Visitor fact sheets.
- Why tourism matters data.
- Local position statements.
- DMAI position statements.
- Press releases.
- Op-ed articles.
- Talking points for local media.
- Talking points for local government.
- Talking points for other key stakeholders.
- Promotional videos.
- Public documents regarding the “State of your DMO” including Annual Report.
- Presentations promoting the value and relevancy of the local DMO.
- Legislative alerts.
- Legislative alerts from key stakeholder coalition organizations.
- Member newsletters and e-newsletters.
- Stakeholder biography data sheets.
- Stakeholder evaluation worksheets.
- List of "what we have accomplished".
- Roster of local government elected officials.
- Roster of state government elected officials for both House of Representatives and Senate.
- Roster of any local or state agencies with influence or jurisdiction over visitor and tourism issues.
- List of industry web links, including; community, industry association, local and state government, and travel & tourism.

**Your ability to
understand and communicate
your local story
will determine your
advocacy success.**



Legislative Alerts

Many DMO organizations do not have a lobbyist nor are they allowed to according to their IRS tax structure. They rely on grassroots efforts – many voices brought together to promote the cause/issue – by sending legislative alerts to their members. This is a key advocacy tool because it provides your supporters with a ‘call to action’.

Key Elements of a Legislative Alert

- State bill # and why the bill is good
- Name and phone number of legislator to contact
- Requested action
 - Such as – please call Senator Doe and ask her to vote on SB# because it benefits the travel industry business community in their district

Key mistakes often made when preparing/sending an alert

- Forget to include ‘who’ to call
- Ask for action before the bill is in its final state where that legislator can even act
- Don’t tell them what to say

Myths about the effectiveness of Legislative Alerts

- Not effective unless you speak directly to the legislator. NOT TRUE
- Have to know everything about the bill. NOT TRUE– one only needs know the portion affecting them.
- Leaving a phone message does not have impact. NOT TRUE – legislative staffers log these calls, and then compile them based on for or against. The more calls the better the case.

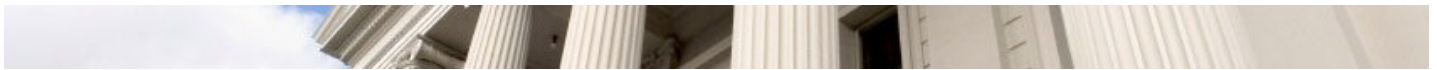




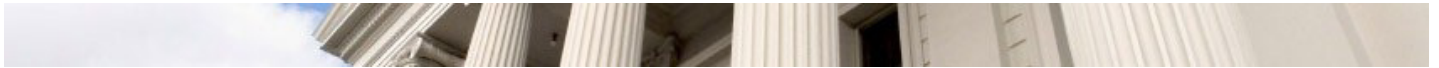
Chapter 6 Talking Points For Destination Marketing

Creating specific talking points under the model that one-size-fits-all, that guarantees success for all, can be a risky proposition. As DMO professionals, we recognize that the structure of both the DMO organization and local governing entities differs considerably from state to state, county to county, city to city, or town to town. The methods of governing and even more importantly, the behind the scenes negotiating need to factor into your approach of using specific talking points. However, there are some general areas to which one can use to build their local specific talking points.

- Visitors are a vital cog to the local economy and through the work of the official local destination marketing organization; help provide communities with clean jobs and local taxes.
- Destination Marketing Organizations are an essential support link to the community on the subject of new economic development and economic support for local businesses that might not otherwise survive, while providing the services necessary to support the visitor's needs.
- The official DMO through which access to a broad network of industry knowledge and resources, assists in the development of products for the use by visitors with a user perspective.
- Visitors and the tourism industry bring additional value to any community or economic development project.
- No region of the country is immune to the economic impact of canceled meetings, events and incentive programs. As meeting and events decline, local communities - nearly all of whom are dependent on visitor taxes - struggle to pay for essential services, including but not limited to education, public safety, and social services.
- Direct spending by resident and international travelers in the U.S. average \$1.9 billion a day, \$80 million an hour, \$1.3 million a minute and \$22,300 a second.
- Each U.S. household would pay \$950 more in taxes without the tax revenue generated by travel and tourism. NOTE: extrapolate these numbers down to the local level, if possible.
- One out of nine U.S. jobs are dependent on travel and tourism. NOTE: extrapolate these numbers down to the local level, if possible. i.e. for every 85 incremental visitors to Florida, a new job is created.
- \$113 billion of tax revenue is generated by travel spending for federal, state and local governments. That's \$309.6 million in tax revenue per day, \$12.9 million an hour, and \$215,000 a minute.
- \$77.3 million in tax revenue is generated by leisure travel spending for federal, state and local governments. That's \$211.7 million in tax revenue per day, \$8.8 million an hour, and \$147,000 per minute.
- Travel is the number one ranked services export industry.
- For every dollar invested in business travel, businesses benefit from an average of \$12.50 in increased revenue and \$3.80 in new profits.
- Business travel accounts for \$39 billion in tax revenue at the federal, state, and local levels.
- Meetings and events are responsible for 15% of all travel-related spending.
- Business travel supports more than 200 hotel and convention centers across the country.



- In a recent survey, 87 percent of Americans say that encouraging people to travel recreationally within the U.S. could improve the country's economic landscape.
 - Each meeting and event traveler spends an average of \$1,000 per trip.
 - According to a recent survey of Fortune 1,000 Chief Marketing Officers, meetings and events provide the highest return on investment of any marketing channel.
 - Face-to-face meetings:
 - Build trust and relationships
 - Both education and training are more effective in a live setting
 - Live meetings actually save time and money
 - Live meetings facilitate problem solving through a more effective exchange of ideas
 - Provide the human connection that powers business
 - Meetings create jobs and powers the economy
 - The meeting industry's 1.7 million jobs is a number greater than many U.S. industries, including broadcasting and communications (1.3 million), the combined truck and rail transportation industries (1.5 million) in computer and electronic product manufacturing (1.1 million).
 - The industry's 1.7 million jobs generated \$60 billion in labor income and support another 4.6 million other U.S. workers, including industry suppliers and those who rely on meeting output for sales and revenue.
 - Spending on goods and services resulting from meetings and events in the U.S. totals \$263 billion to the U.S. economy. The majority of direct spending, \$151 billion is related to meeting planning and production, venue, rental and other non-travel and tourism commodities; \$113 billion is spent each year on lodging, food service and transportation.
 - The meetings industry, \$106 billion share of the U.S. GDP is more than the following U.S. industries: auto manufacturing (\$78 billion), performing arts/spectator sports/museums (\$71 billion) and information and data processing services (\$76 billion).
 - Attending the nation's 1.8 million meetings and events are 205 million delegates, exhibitors, organizers and staff who rely on business, meetings for job training and education, generating sales revenue, attracting domestic and foreign buyers in developing lasting relationships and personal environments that build trust and unity.
 - Of the 1.8 million meetings, 1.3 million are classified as corporate or business, meetings, 270,000 are conventions, conferences or congresses, 11,000 are, tradeshows and 66,000 are incentive meetings.
 - The vast majority of meetings (85%) were conducted at venues with lodging, generating 250 million overnight stays by 117 million Americans and 5 million international attendees.
 - The total economic output, including direct, indirect and induced contributions, meetings activity provides \$907 billion in total economic output to the U.S.
- Talking points using the Convention Industry Council (CIC) study: *The Economic Significance of Meetings to the U. S. Economy* conducted by *PricewaterhouseCoopers*. Additional details may be found at www.meetingsmeanbusiness.com
- The U.S. meetings industry directly supports 1.7 million jobs, \$263 billion in spending, a \$106 billion share of the GDP, \$16 billion in labor revenue, \$14.3 billion in federal tax revenue and 11.3 billion in state and local tax revenue.
 - 1.8 million meetings, trade shows, conventions, congresses, incentive events and other meetings take place across the country each year.
 - The meetings industry plays a critical role in supporting jobs in communities across America. 1.7 million jobs for 1.8 million meetings, this equates to one job for one meeting.



economy. The \$907 billion includes a \$458 billion share of added value contribution to GDP, 6.3 million full-time and part-time employment, \$271 billion in labor income, including wages and salaries, benefits and proprietors' income, \$64 billion in federal tax revenue and \$46 billion in state and local revenue.

Using *Oxford Economics: The Return on Investment of Business Travel* as a guide. You can expand Oxford's data locally any way that fits by using the following calculations:

- To localize OVERALL estimated returns for all types of business travel:
 - Average destination business travel spend * 12.5 = Corporate Revenue
 - Average destination business travel spend * 3.8 = Corporate Profits

(Example: Business travel to "My City" generates on average \$15 million a year. Based on Oxford Economics findings, our destination drives more than \$187 million in corporate revenue to the businesses that travel here for meetings, conventions and incentive trips.)
- To localize estimated returns for customer meetings:
 - Average destination meetings spend * \$15-\$19.99 = Corporate Revenue
- To localize average range of benefits realized through trade show and conference attendance:
 - Average destination meetings spend * \$4-\$5.99 = Corporate Revenue
 - You can also make the case to prospective delegates and sponsors that the average company generates 5 to 20 percent of new business through conference and trade show attendance.

- To illustrate the return on an incentive trip to business:
 - Compare the average cost of an incentive trip against the cost of an increase in salaries of 8.5 percent, which would provide comparable effects. In many cases, incentive travel is actually a cost-saving measure.

(Example: Research implies that a company would need to pay an employee making \$100,000 an additional \$8,500 to achieve the same effect as, say a \$2,000 all-expense-paid getaway.)

The destination marketing industry
has evolved into a more public entity
in a political environment
where elected officials
are using DMO
budgets and relevancy
as political pawns.

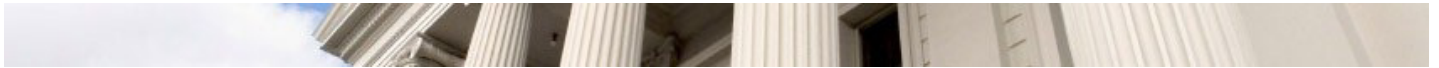
NOTE: The information obtained for this section came from, but is not limited to, the following sources; Destination Marketing Association International, PricewaterhouseCoopers, Oxford Economics, Meeting Professionals International, U.S. Travel Association, Office of Travel & Tourism Industries located in the International Trade Administration of the Department of Commerce, Convention Industry Council, Face Time it Matters, Meetings Mean Business.



Chapter 7 Communications Tools

Reach Influencers with Communication Vehicles

- **SPEAK OUT.** Create a message about the value of the official DMO for key stakeholder audiences and take this message to where they meet. Commit to speaking opportunities at civic groups, business forums, chambers of commerce, etc. Use multiple people to get the word out from your CEO, to your board chair, and other influential members of your Board of Directors.
- **ON the RADIO.** There are a whole host of talk radio shows out there. Offer a talk radio host your expertise. Discuss the importance of the visitor to the community at large by making yourself available to appear on local talk radio. This provides you the opportunity to connect directly with the citizenry.
- **Find a local corporate partner.** Tie together the importance of the DMO work and how it affects a key local business or business community. Tell the story through a local business newspaper or magazine. i.e. a restaurant that may not exist without the support and revenue it receives from visitors - use the chef in your messaging. Another great example would be to find a business that most people would not connect to the visitors or tourism industry.
- **Collaborate with your Chamber of Commerce.** Many DMOs have either a formal relationship or an agreement to work together. Using the chamber provides a direct link to local business. Provide articles for their newsletter about the value of business travel to local businesses.
- **Connect with GOVERNMENT.** Share research and visitor data with city council, county leaders, economic development, transportation authority, airport authority, and any government agency with a touch point to the visitor. Communicate what you know about how their decisions impact the visitor and the perception of the destination.
- Let your voice be heard through an "op-ed" or "letter to the editor" with your local newspaper. Connect the dots using local data any way you can; local visitor spend on both leisure and business travel; spend on meetings, tradeshow and conferences, attendance at meetings, tradeshow and conferences, etc.
- Meet with the local editorial board of your newspaper pointing out the value of the visitor in terms of both economic data and tax revenues, as well as quality-of-life enhancements provided to the citizenry through improvement and development of visitor infrastructure.
- Use both local and national survey data in your DMO communication pieces; sales kits, meeting planners guides, visitors guides, as well as for use during your bid presentations that highlight the values of the destination and the official DMO.
- Educate and distribute information on a timely basis to your staff, Board of Directors, members, and other key stakeholders.
- And remember... **Keep your messages local. Everyone wants to know – “What's in it for me?”**



Writing Letters to the Editor

Use these helpful tips on writing letters to the editor.

- Make your letter timely. Address a current issue and tie your issue to a recent event, article, letter or editorial that recently appeared in the paper you are writing to.
- Be aware of the coverage and editorial position of the paper to which you are writing. Support or refute specific statements and address relevant facts that are ignored. Do not make blanket attacks on the media or the newspaper.
- Make only one or two points in your letter. State the points clearly and ideally in the first sentence.
- Check the letter specifications of the newspaper to which you are writing. The instructions for writing are usually on the Letters page. Length and format requirements vary from paper to paper. Most papers will only use your letter if you include your name, signature, address and phone number.
- Keep your letter brief and to the point.
- Use your spell check and then proofread.
- Get other people to write letters with you. This will show that the community is concerned about this issue and the media coverage of it. If a newspaper gets letters for many people on the same issue, they will likely publish one or two. Even if your letter does not get published, someone else's might.
- Read your paper carefully every day for your letter. Sometimes the paper will call you before printing your letter. If your letter has not appeared within two weeks, place a call to the editorial department of your paper to follow-up.
- Always include your name, address, office and cell phone numbers. Not only does including this information give credibility to your letter, but the editor may need to reach you with a question or comment.

Meeting With Elected Officials

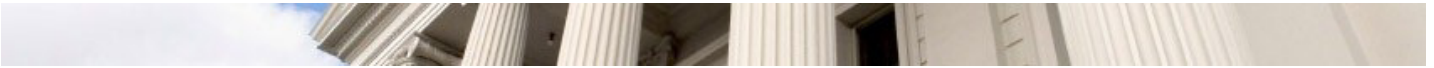
Use these helpful tips when meeting with elected officials.

Make a Courtesy Call:

- Attempt to get to know your elected official first. It is best to get acquainted with elected officials on an informational basis, before you really need something. This may be the single most important aspect of dealing with elected officials. A must if you are to have major success.
- You may still get the help you need, but you will be in a much better position if your elected official already knows you and your concerns.

Be Prepared:

- While an initial meeting with an elected official may be a “meet and greet”, you also carry the responsibility of providing them with facts and positions on issues.
- Educate yourself on the issue(s) to be addressed and develop an understanding of the legislative process. Your specific request for action should be predicated on the status of the issue(s).
- When meeting with elected officials bring along information and materials supporting your position on issue(s). It is important to demonstrate clearly the impact or benefits associated with a particular issue.
- Schedule appointments both by letter (e-mail) and telephone.
- Study your elected officials. Collect and maintain detailed biographical profiles that include their personal likes and dislikes, as well as any historical data regarding the issues of concern to you. Staffers can also provide photographs and biographies. Current legislative directories are also key sources of information.



- Develop a clear and concise statement regarding the specific action you want an elected official to take.
- Practice your brief, oral presentation. Key arguments should be presented in the beginning of the meeting, as elected officials often leave meetings to attend hearings or cast votes. Expect interruptions.
- Prepare a concise written statement, highlighting key points of our visit, to present to the elected official at the conclusion of the meeting.

Meeting With Staff:

- Staffers are the individuals who know the most about your issue. They prepare the briefing information for their legislator and report on their meetings with constituents. It is important to become acquainted with your legislator's staff members.
- Oftentimes, it's the relationships you have developed with the staffers that can get you the appointment with the elected official.



The Meeting:

- Be on time! Otherwise, you may miss the appointment.
- Circumstances may prevent the elected official from attending the meeting. In this instance, speak with the

appropriate legislative assistant or staffer.

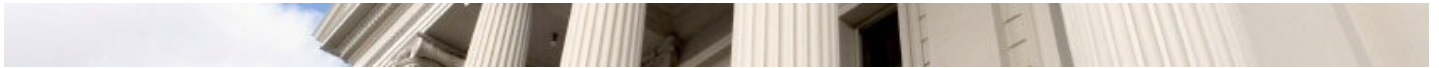
- As you previously practiced, state your position and specific request. Then focus on the problem, concern, bill or issue at hand, addressing how it affects you, your job or your industry.
- Offer to provide additional information in the future. Remember – you can serve as a valuable resource to public officials about the subject.
- Watch the time and stay on schedule. Do not overstay your welcome unless the elected official is engaged in the issue/subject matter.

Meeting Alternative:

- Meet with U.S. Representatives when they are home in their districts. It may not be possible to meet when they are in Washington, D.C.
- Host a meeting or event at your office or property, or even in their district office.
- Meet with elected officials at one of your member's venues.
- Personalize the event to provide a more casual atmosphere. This will assist you forming a relationship.

Follow-Up:

- Follow up with a “thank you” letter to include a summary of the key points of your meeting and any commitments made by the elected official or by you.
- Send along any additional information or materials discussed in the meeting.
- Stay in touch. The first visit is the most challenging. Subsequent meetings should be easier.



Phoning Elected Officials

While writing a letter or sending an e-mail is an effective and preferred means of establishing contact with a public official, a telephone call is most appropriate when time is short. A phone call just before an important vote may have impact on a legislator's decision to support or oppose an issue.

Use these following tips when telephoning an elected official.

Know the Facts:

- What is the bill number, proposed title and author's name?
- What specific section concerns you (or the group you represent)?
- How does the proposal affect you, your job, and your industry?
- What is the problem with the proposal?
- What action should the official take to address the proposal?

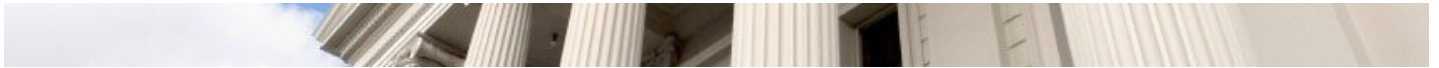
Place the Call:

- Calls are often taken by a receptionist. Ask to speak with the official. If the official is not available, ask to speak to the legislative staffer who deals with the issue you are concerned about.
- If there is a receptionist –do not leave a message with the receptionist, but rather leave the message on the voice mail of the staffer you are trying to reach. Take note of the staffers name for future correspondence.
- Identify yourself and the organization you work for.
- Present the facts by stating your position and focusing on how the legislation will affect you, your business or your industry.

- Use layman's terms – refrain from jargon and acronyms that may be unfamiliar to the person on the other end of the call.
 - For Example: "Please tell Mayor/Senator/Representative (Name) that I am calling to urge him/her to support/oppose (S.____/H.R.____)."
- Try to be precise about what you are asking the lawmaker to do.
- State the reasons you are asking the official to support or oppose the bill or take certain action.
- Ask for their position on the bill or issue.
- Prepare to answer questions and/or listen to the official's concerns.
- Seek a commitment from the official.
- Thank the staffer or official for listening to your concerns.

Follow Up:

- Determine how the official voted and/or addressed the issue.
- Request a written response to your telephone call or leave your phone number so your official or staffer can call you for a follow-up conversation.
- If you ask for a written response, be sure to leave your mailing address. And if you live or work in the district, give your address.
- Communicate with the official afterward. If the vote was in your favor, thank the official. If the vote was not in your favor, note your disappointment while maintaining correct political decorum.



Writing Elected Officials

A letter expressing a particular viewpoint may sway an elected official's viewpoint – especially if he or she is wavering on the issue. It is important that the legislator receive your viewpoint while the issue is being debated before the vote. The key to grassroots success is the show of concern from constituents who care. Personal correspondence will carry that message. Your message should be presented as effectively as possible in written correspondence. Following are some helpful hints when writing elected officials.

Introductions:

- Your name and home or work address should be included on both letter and mailing envelope.
- Include your name in the first line of your letter along with the name of your organization and/or the fact that you are a constituent.
- Write directly to the elected official representing you. Letters received from citizens outside that district or state would be referred elsewhere.
- Always send a personal letter on your own stationery – never send a form letter. Remember that you are writing from the standpoint of a concerned citizen or industry professional; a form letter may defeat your purpose.

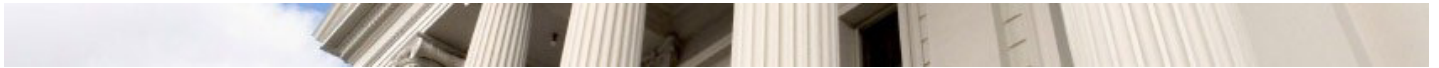
Be Frank:

- State your purpose at the outset, and then utilize the remainder of your letter to expand your views.
- Attempt to confine the letter to one subject. Too much information may decrease the force of your argument and complicate your legislator's efforts to act upon it.
- **Be brief** - although brevity should not be achieved at the expense of clarity and completeness. A letter more than one page in length might not be read immediately.

- Do not assume a legislator is as well-informed as you about a given problem. Explain the situation clearly and concisely. Remember that a legislator (even the most knowledgeable and eloquent) cannot keep abreast of everything.
- If your industry, interest group, or organization has talking points, then use them in your letter to support your viewpoint.
- Letters concerning a particular piece of legislation should include the assigned reference number, as well as the subject matter. Several bills may have been introduced pertaining to the same topic.
 - For example: House bill: H.R. ____; Senate bill: S. ____
- The letter's conclusion should clearly state whether you want the official to support or oppose the legislation.

Personalize:

- Elected officials want to hear how the legislation you are writing about will affect your life, your business and your employees.
- Attitude is important. Polite and positive-sounding correspondence may be more impressive than belligerent or negative-sounding correspondence.
- While many topics addressed in correspondence to legislators are of an emotional nature, beware of the use of nonfactual arguments. Your view will only be weakened if you use them.
- Elected officials seldom base decisions on mere philosophy. They want to know exactly how votes will affect their constituents and, subsequently, their re-election. State the facts and use clear illustrations. Reciting barren concepts will result in an ineffective letter.



Addressing Correspondence:

- Be sure to follow the proper etiquette for addressing elected officials. All members of Congress should be called “Honorable” on the envelope and with the internal address.

To a Senator:
The Honorable (Full Name)
United States Senate
Washington, DC 20510
Dear Senator:

To a Representative of Congress:
The Honorable (Full Name)
United States House of Representatives
Washington, DC 20515
Dear Representative:

Request a Response:

- Ask for a reply. Request that your elected official write you back to let you know where they stand on your issue of concern.
- Do not be surprised if you receive a general response. Do not be discouraged.
- If you receive a response letter it means your letter was read and counted. That is the most important thing.

Thank yous:

- Follow up with a letter of thanks when an elected official responds to you as requested. A hand written note is best used here.
- If your elected official supports a piece of legislation important to you or your industry, write your lawmaker a note of thanks and let them know you appreciate their work and service.

E-mailing Elected Officials

E-mailing elected officials has become an overused aspect of mass political communication vehicles aimed at providing volume over substance. If the intent of the communication is personal, strategic, or specific follow-up to past action, e-mail is **not** the best communication tool. The exception to this rule is if you have the private e-mail address of the elected official and have fully established a relationship worthy of use. It is highly recommended that you seek and are granted direct permission to use the private e-mail address. A written letter or handwritten personal note is more appropriate.

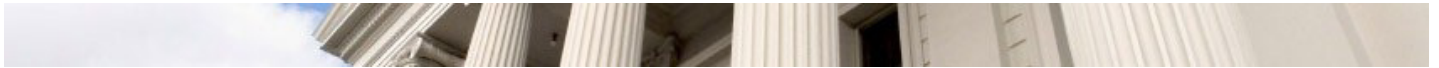
In general, the same guidelines apply as with writing letters to elected officials. The following tips provide specific instructions to use when e-mailing your elected officials.

Introductions:

- Most offices receive thousands or tens of thousands of e-mails a week. The most important e-mails are those from constituents.
- Always include your street address, city, state and zip code in the top of your e-mail so the office knows your message is from a constituent and needs attention.
- Include your name, organization and the fact that you are a constituent in the first line of your e-mail.
- Write directly to the elected official representing you. E-mails received from citizens outside that district or state would be referred elsewhere.

Content:

- Address only one issue in each e-mail.
- The closing sentence of your message should always reiterate exactly what you are asking the elected official to do.



Request a Response:

- Many offices will respond to e-mails by sending an auto-response (generic) acknowledging that the office received your e-mail. These offices usually follow up with a written letter response.
- If you receive a response letter it means your letter was read and counted. That's the most important thing.

Talking Points for Local Media

DMO executives fully understand what favorable publicity can do for the image of the destination, so much so that they are often eager to cooperate with the media. It takes careful planning to reap the rewards from a talk with a reporter. To maximize your chances of a favorable outcome for your story, you must be very clear on what you want to accomplish concerning the topic of the interview.

Keep it short, simple and to the point. Our attention span seems to be getting shorter and shorter, particularly in light of today's world of Twitter and text bites. TV quotes last somewhere between five and 10 seconds. Quotes found in print stories are seldom more than 15 words, with the exception of an article on the person that is being quoted. The moral of the story, keep your comments brief.

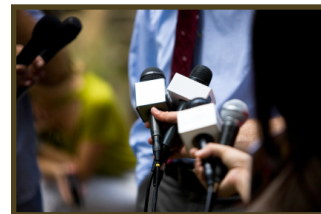
Also remain focused while keeping your comments brief. In preparing for the interview, select the three most important facts you would like your audience to know. Keep your facts simple, preparing for each a declarative sentence containing 8 to 15 words. Think about the type of quotes you remember from the media and try to emulate them in your own style.

Remember who you are dealing with before the interview starts. A reporter may be friendly; however, he or she is not your friend. It is their job to talk to you and the interview is a business discussion that is important to you. Stay focused on the task at hand whether the reporter is funny, good looking, or seems to be on your side.

Make your answers plausible. Acknowledge, when asked, any past problems and explain what you've done to correct them. Or, simply state that you have discussed the issues thoroughly

in the past and you have nothing more to add at this time. Much like a cagey boxer, one must fight off the temptation to volunteer too much detail in an attempt to maximize the potential for a positive story. Too often, a deluge of information confuses a reporter. A reporter is then likely to produce a story that is interesting to viewers or readers but misses the point as far as you're concerned.

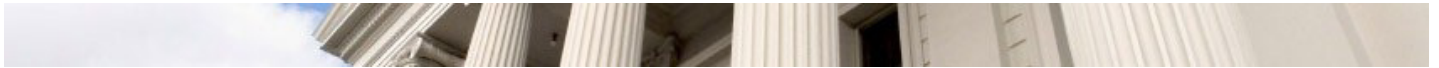
Be confident. Remember the reporter came to you as an expert on the topic. The reporter might seem to be in charge, but do not be bashful about inserting your key talking points into the interview by telling them what's important and why. For example, if you are unveiling a new infrastructure product, you might want to say: "Our new, ground-breaking sky tram will revolutionize the way our visitors view our destination. We expect to up to a 30% increase in visitors."



You will be questioned about your assertions by the reporter. Expect to have backup information that explains your projection; be prepared to do so without revealing confidential data. Wait for the reporter to ask before providing the backup. Emphasize what is important while giving them the information they need.

Have your three talking points in front of you if conducting a phone interview. Having a list of possible questions and proposed answers will also help keep your goals clearly in front of you. Remember to be engaging during the interview, the reporter is looking for information, not a hard time. You can almost always expect them to ask questions that are off the topic. When they do, smoothly steer them back to your main talking points.

Be realistic about the possible outcome. Getting even one message into a news story is a terrific outcome. With some planning, it could be the point you want to make.



Writing Op-Ed Pieces

An op-ed is a great communications tool when you need more than a sound bite. It is persuasive writing at its best. Begin by essentially stating your conclusion first. Make your strongest point up front, and then spend the rest of your piece making your case. This is often called “back-filling” with the facts. When creating your message, you should answer the following:

- What is the one thing people need to know?
- What reason makes this important?
- It is important to act now because...

Use this checklist to keep your op-ed piece on track:

- Focus tightly on one issue or idea --- in your first paragraph. Be brief.
- Express your opinion and then base it on factual, researched or first-hand information.
- Be timely, controversial, but not outrageous. Be the voice of reason.
- Be personal and conversational; it can help you make your point. No one likes a stuffed shirt.
- Be humorous, provided that your topic lends itself to humor.
- Have a clear editorial viewpoint - come down hard on one side of the issue. Do not equivocate.
- Provide insight, understanding: educate your reader without being preachy.
- Near the end, clearly re-state your position and issue a call to action. Do not philosophize.
- Be passionate and use the "fire in your gut" to accompany your logical analysis.
- Do not ramble or let your op-ed unfold slowly.
- Use clear, powerful, direct language.
- Emphasize active verbs; forget the adjectives and adverbs, which only weaken writing.
- Avoid clichés, jargon and acronyms unknown to the average reader.
- Appeal to the average reader. Clarity is paramount.
- Write 750 double-spaced words or less (fewer is always better).
- Include a brief bio, along with your phone number, email address, and mailing address at the bottom.

Done properly, the op-ed piece will help the DMO gain respect, win converts or garner high-quality publicity for the destination, all the while reaching the elite audience of opinion-makers who regularly read the op-ed pages.



Chapter 8 DMAI Position Statements

Current Position Statements endorsed by DMAI

1 - Arts & Culture

DMAI

US Travel

Overview: Each destination has unique personality and character traits that highlight its distinctiveness. It is through this distinctiveness that DMOs weave the story and brand that make the messages effective about their destination. Many arts and cultural organizations maintain product in the form of museums and facilities that are of interest and importance to the visitor. Often times these organizations host and hold events that help drive visitors to the destination. It is important to steward these assets while protecting the community’s brand and unique sense of place. The arts and cultural organizations often need a partner to assist and shepherd them through the process of being visitor ready, as well as assistance in creating and maintaining their own relevance within the community. Arts/cultural organizations provide pieces of the fabric to the destination; the DMO sells the destination’s entire fabric.

DMAI recognizes the important role that arts and cultural organizations have in creating and maintaining the fabric and character that makes each destination unique. DMOs and arts/ cultural organizations should collaborate to mutually advocate and educate both public and private sectors on the importance of a visitor-centric cultural and economic development that enhances the visitor experience as a means to make that destination more successful to the community at large.

No official position.

2 - DMOs Contribute to Society

DMAI

US Travel

Overview: DMOs provide positive economic and “quality of life” contributions to society and the destinations they represent. DMOs have a huge impact on the community; they create jobs and expand the economic base in a variety of ways. DMOs stimulate the economy by providing new revenue and visitors that boost local businesses while providing local citizens with an upgraded infrastructure for use 365 days of the year. These “quality-of-life” upgrades and positive economic impact derived from tax revenues generated often save residents on property taxes that would otherwise be imposed for the same level of services.

DMAI asserts that visitors are a vital cog to the local economy and that a healthy destination marketing organization (DMO) provides: economic development, clean jobs, local taxes, and economic support for local businesses that might not otherwise survive, while providing the services necessary to support the visitor’s needs.

No official position.

3 - Internet Hotel Taxes

DMAI

US Travel

Overview: Online travel companies (OTCs) such as Expedia, Travelocity, Orbitz, Priceline, and Hotels.com contract with hotels to sell their rooms. For the rooms they re-sell, OTCs pay discounted rates to hotels. The OTCs then charge consumers a marked-up retail rate, including collecting hotel taxes based on the higher price. Some online travel companies, however, do not pay the hotel taxes owed to state and local governments. These OTCs pocket the differences between the amount consumers pay in taxes and what the OTC paid when they bought the room.

DMAI supports all local and state taxing authority laws that govern the collection of hotel taxes in full. Within the United States these monies are important funding sources for local governments and for official destination marketing organizations (DMOs). In addition, DMAI is opposed to any preemptive tax legislation at the federal level that could damage the ability of local and state governments to operate efficiently and for DMOs to promote and market the destination effectively.

No official position.

4 - Product Development

DMAI

US Travel

Overview: The struggle to attract visitors is an intensely competitive marketplace. To build and maintain a strong and viable destination, new product needs to be created while enhancing or upgrading existing visitor product. This extends beyond product that is created for the exclusive use of the visitor. Products such as airports, mass transportation, highway infrastructure, parks, and other facilities provided for use by local citizens also have a major impact on the perception and value to the visitor. Often times the DMO is not aware of or consulted on the impact these projects may have on the ability to market the destination to visitors. On other occasions the DMO is not viewed as an important voice in the process of economic or product development. In either case this leaves the visitor without any representation in the final outcome of the product. If consideration is not given to the visitors’ viewpoint the impact of the product offered may be substantially reduced.

DMAI strongly encourages governments and development organizations to partner fully with its official Destination Marketing Organization (DMO) in all facets of product development as it relates to the visitor. The official DMO can access a broad network of industry knowledge and resources with user perspective to assist in the development of any product for use by visitors. Furthermore, as an economic engine, the tourism industry and the DMO bring additional value to the planning process of any community or economic development project, given the DMO’s understanding of the role of all potential users.

No official position.

5 - Social Responsibility

DMAI

US Travel

Overview: Social responsibility is an ethical or ideological theory that organizations should not function amorally and instead should contribute to the welfare of their communities as the organization has a responsibility to society at large. Social responsibility is a form of self-regulation integrated into a business model. It may be summarized as creating initiatives that support the environment, the community, and its people.

DMAI encourages and recognizes the need for social responsibility among destination marketing organizations (DMOs) as a way to: reduce their environmental footprint while building and sustaining a profit, influence others to do the same, and support synergistic community initiatives that promote buying local when possible. Further it encourages its member organizations to create, sustain, and educate the destination and its visitors on the established social responsibility initiatives.

No official position.

6 - Taxes, Existing

DMAI

US Travel

Overview: Governments are aggressively seeking new revenue sources for general fund operations without having to face the wrath of angry constituents. The transient nature of the visitor/traveler leaves them vulnerable to added taxes; they have no vote. The visitor is obviously not the constituent of local officials who determine taxes applicable to these groups and therefore have little direct influence on their decisions. Consideration must be given to DMOs regarding the economic impact of redirecting existing visitor based taxes for non-visitor related items such as general fund operations.

DMAI opposes the reallocation or redirection of existing travel-related taxes that are not specifically reinvested directly for travel related purposes. Any attempt to use travel-related taxes as an added revenue stream to the general fund of the collecting entity will represent a shortsighted solution to a long-range financial problem.

No official position.

7 - Taxes, Travel

DMAI

US Travel

Overview: Local, municipal and state provincial governments across the globe are aggressively seeking new revenue sources and often times that means new taxes born on the backs of travelers in the form of hotel occupancy taxes, airline taxes, rental car taxes, and other assorted traveler fees. Money is tight; officials are looking for either a new form of revenue or a way to increase existing revenues without having to face the wrath of angry constituents. The transient nature of the visitor/traveler leaves them vulnerable to added taxes; they have no vote. The traveler is obviously not the constituent of local officials who determine taxes applicable to these groups and therefore have little direct influence on their decisions. However, if consideration is not given to travelers the economic impact offered may be substantially reduced.

DMAI opposes the increase of travel-related taxes that are not specifically reinvested directly for travel related purposes. Attempts to use travel-related taxes as an added revenue stream to the general fund of the collecting entity is a shortsighted solution to long-range financial problems.

U.S. Travel is opposed to discriminatory taxes on the traveling public, and has long held that any tax increases on travel should be modest and the revenue raised be reinvested directly into programs and services that benefit the payer – the traveler. Hotel tax rates in many communities are already in the double digits, and car rental taxes in many locations exceed 20 percent. Travelers are already paying more than their fare share of taxes. While local and state officials believe it is easy to “export” new taxes onto visitors since they are not constituents, most of these same communities depend on business travelers, convention delegates and leisure visitors for their economic livelihood. We encourage state and local officials to craft tax policies that are growth-oriented, and work to promote even higher levels of visitation to states and local destinations.

8 - Travel Boycotts

DMAI

US Travel

Overview: Travel boycotts as a means to make political statements hurt the local communities and the workers who rely on jobs in the travel and tourism sectors.

DMAI calls for an end to the use of travel boycotts to make political statements in any travel and tourism dependent community. More than anything, travel boycotts hurt the local communities and the workers who rely on jobs in the travel and tourism sectors.

No official position.

9 - Violence Against Travelers

DMAI

US Travel

Overview: An integral component of destination marketing and travel is the ability of individuals to travel safely to their locations and to enjoy a safe state while there. Fear of victimization could cause individuals to choose not to travel, whether for business or for pleasure. A decline in business and leisure travel impacts the meeting and travel industries and directly impacts the local economies of the travel destinations.

DMAI believes that travelers have a right to feel safe as they travel. It is therefore imperative that crime against travelers be addressed at all levels of government to minimize the risk and vulnerability of travelers before they become the victims of crime.

No official position.

10 - Air Traffic Control Modernization

DMAI

US Travel

Overview: Currently, the nation's air transportation system is stretched thin, handling 750 million passengers each year, leading to congestion and delays that frustrate and discourage air travelers. The number of passengers traveling by air will likely increase to 1 billion by 2015, which will lead to ever increasing levels of congestion unless the air transportation system is fundamentally transformed. At the core of the problem is that the current air traffic control system is outdated and inefficient, relying on World War II-era radar and technologies.

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

U.S. Travel believes that the U.S. government must work to reduce air travel delays, eliminate congestion and move people and goods as quickly and efficiently as possible by building new runways, installing new technology, and putting new procedures in place to facilitate capacity and efficiency enhancements. In particular, technology upgrades and capacity improvement projects at major airports are needed. Further, investing in and modernizing the air traffic control system must be a national priority. As such, we could reduce delays and cancellations, while increasing capacity and flow. The United States must move forward with the Next Generation Air Transportation System initiative, utilizing state-of-the-art ground and air satellite-based technologies as soon as possible. If there is a failure to act, the already strained system could reach gridlock.

11 - Business, Meetings & Events Travel

DMAI

US Travel

Overview: When business meetings and events are cancelled, it's the hourly-wage workers – not corporate CEOs – who pay the highest price. Meetings, events and performance incentive travel in the United States are responsible for almost 15 percent of all domestic travel. Generating 1 million jobs and \$27 billion in wages, meetings and events can provide a solution to our economic woes. Meetings and events support local communities and working families around the country – something we cannot afford to overlook as we rebuild our economy.

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

U.S. Travel has encouraged policymakers to tone down the dangerous rhetoric leading to the cancellation of meetings and events around the country; to embrace sensible guidelines

for companies receiving taxpayer assistance; and to promote travel as an economic solution. For more information, visit www.meetingsmeanbusiness.com.

12 - Climate Change

DMAI

US Travel

Overview: The U.S. travel community includes airlines, bus and rental car companies, cruise lines, hotels, state and local destination organizations, attractions and other diverse travel and tourism-related businesses and associations that both impact and are impacted by climate change. As a result, the travel community as a whole and its sectors individually are committed to taking actions to reduce greenhouse gas emissions and explore mitigation measures needed to address climate change impacts.

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

Employing more than 7 million Americans, the travel community has already embraced “green” policies and is in the process of creating thousands of additional green jobs. U.S. Travel believes that the development of environmental policies and regulations must be crafted in ways that ensure significant new costs to the travel community are minimized and imposed as uniformly as possible. Because travel and tourism is the United States’ largest service export and one that maintains a trade surplus, the economy would suffer if the industry were subject to significantly higher energy and transportation costs than corresponding business sectors in the developing world.

13 - Global Entry

DMAI

US Travel

Overview: Global Entry is a travel facilitation program that provides frequent, low-risk travelers expedited processing through U.S. immigration checkpoints. Global Entry applicants must be screened through a name-based and biometric security review, as well as a personal interview, and approved by U.S. Customs and Border Protection (CBP). Admitted applicants are then able to use automated kiosks in the CBP inspection area when entering the U.S., allowing them to move through the inspection process without undergoing a person-to-person CBP interview. The program both enhances security by allowing CBP officers to concentrate on potentially higher-risk travelers and benefits travelers by streamlining the entry system – reducing average wait times by 70 percent. Global Entry is currently open to citizens and nationals of the United States and lawful permanent residents of the United States. Citizens of the Netherlands may also apply under a special reciprocal arrangement that links Global Entry with the Privium program in Amsterdam.

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United States. Citizens of the Netherlands may also apply under a special reciprocal arrangement that links Global Entry with the Privium program in Amsterdam.

14 - Highway Transportation

DMAI

US Travel

Overview: More than 80 percent of all leisure and business travel occurs on our nation's highways. Guaranteeing national mobility and ensuring travelers reach their intended destinations safely and on time requires significant investment in our surface transportation system.

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

U.S. Travel believes lawmakers must take several steps to help facilitate highway travel and invest in our surface transportation system. Such improvements include properly financing the Highway Trust Fund, mitigating highway congestion, increasing funding for the Federal Lands Highways program, properly funding and promoting National Scenic Byways and securing funding for the Transportation Enhancements program.

15 - Model Ports of Entry

DMAI

US Travel

Overview: Due to a growing perception among international travelers that the United States has one of the world's worst entry systems, In January 2006, then Secretary of State Condoleezza Rice and then Secretary of Homeland Security Michael Chertoff created a pilot "model airport" program to reduce passenger processing wait times and establish a more welcoming environment at inspection areas. In 2007, Congress fully authorized a Model Ports Program and appropriated \$40 million to expand it to the 20 U.S. airports with the highest number of inbound international visitors and hire no fewer than 200 new Customs and Border Protection (CBP) officers at those model airports. Since the program's creation, DHS has initiated several improvements to expedite and enhance passenger processing, including installing flat-screen monitors in the processing area to educate passengers about the screening process and establishing a new professionalism program to improve customer service training for its officers.

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

The creation of the Model Ports of Entry Program has helped shed light on the fact that security and customer service are not mutually exclusive, however, measurable improvement to reduce wait times for international arrivals and to create a more welcoming environment at U.S. ports of entry have been limited. U.S. Travel believes officials must take several steps to perpetuate the success and effectiveness of the program. CBP officers must make adjustments to the staffing allocation model to improve the efficiency of passenger processing. Officials must also establish customer service and professionalism training standards and metrics, as well as a set of best practices to share across all 20

Model Ports.

16 - Pandemics & Emergency Response

DMAI

US Travel

Overview: The U.S. travel industry is uniquely affected by emergency situations such as the H1N1 Flu pandemic and similar viruses due to the potential impact they could have on domestic and international travel patterns. The impact of SARS (Severe Acute Respiratory Syndrome) in Canada in 2003 and the H1N1 outbreak in Mexico in the spring of 2009 both serve as lessons for why the U.S. travel community and all levels of government must be closely aligned as information is shared and travel policy decisions are made in response to such pandemics.

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

U.S. Travel is committed to creating several new initiatives and programs to help protect America's health, security and economic interests during a pandemic emergency, including: Development of a Travel Economic Assessment Module (TEAM) to generate data on travel-related jobs, tax revenue and economic activity that can be shared with federal officials to help inform their decision making; Creation of a "Pandemic Alert Network" of travel industry leaders who can quickly engage with government leaders during a crisis; Distribution of breaking alerts and health information to the broad

travel community during a pandemic; and Creation of a "Feedback Forum" that enables the travel community to comment on the effectiveness of local, state and federal government decisions during a pandemic. U.S. Travel also believes that the federal government must invest in the following activities in advance of and during any pandemic emergency: Establish clear communication channels between

senior-level officials and industry leaders via the "Pandemic Alert Network" to ensure a robust and collaborative response by all members of the travel community; Establish standard metrics and protocols for the imposition and removal of domestic and international travel advisories in response to a pandemic; Integrate the travel community into regional and national-level training and preparedness exercises; and Aggressively respond to any unwarranted travel bans imposed on international travel to the United States.

17 - Public Lands

Overview: Our nation's public lands provide many opportunities to help show and tell America's story, and the National Park System, national forests and historic monuments continue to be a major draw for domestic and international visitors. The challenge is balancing conservation and preservation with accessibility and promotion to minimize our impact on the environment. In addition, maintenance backlogs and a lack of funds are other problems facing our public lands today.

DMAI

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

US Travel

U.S. Travel believes providing adequate resources for public lands is essential. The U.S. government must make a strong commitment to supply the funding necessary to balance conservation and visitor facilitation in national parks, forests and other public lands. Funds must also be dedicated to restoring and protecting historic sites for future generations.

18 - Rail Travel

Overview: Rail travel provides an efficient and affordable alternative to flying or driving in cases where congestion, hassles and delays may make a trip more difficult and costly – particularly for shorter trips of 500 miles or less. The development of high-speed electric rail may also be a “greener” option for travel in terms of reducing energy demand and lowering greenhouse gas emissions. Amtrak operates intercity rail service in 46 states and the District of Columbia and serves as a vital transportation link between cities all across the United States. In addition to Amtrak, the Federal Railroad Administration has designated 11 high-speed rail corridors in more densely populated regions across the United States.

DMAI

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

US Travel

U.S. Travel believes that in order to ensure mobility for travelers and U.S. economic competitiveness, it is important that business and leisure travelers have many options available to them that are safe, efficient and affordable. To that end, U.S. Travel supports the expansion of rail travel options, including continued reform and expansion of Amtrak service throughout the country. Officials should also lead the way in working to spur greater public and private financing of high-speed rail networks in the 11 designated high-speed rail corridors. These actions would help protect the environment, relieve the pressure on regional highway systems and provide travelers with efficient, affordable options for reaching their destinations.

19 - Travel Promotion

Overview: On February 25, 2010, the Senate passed the Travel Promotion Act with a strong bipartisan vote of 78-18, and President Obama signed it into law on March 4. This legislation creates a public-private partnership to promote the United States abroad and communicate directly with international travelers about U.S. entry policies and requirements.

DMAI

DMAI supports the Travel Promotion Act and the creation of a public private partnership to promote and develop a national strategy for the U.S.

US Travel

The U.S. Travel Association congratulates and thanks Congress and President Obama for recently passing and signing into law the Travel Promotion Act, which will create America's first-ever travel promotion program. An effective travel promotion program will: 1. Clearly explain U.S. security policies; 2. Reverse negative perceptions of the entry process into the United States; 3. Maximize economic and diplomatic benefits of overseas travel to all 50 states and the District of Columbia; and 4. Promote the United States as a premier travel destination. This program, which will combine private sector expertise with public sector accountability, will bring millions more travelers to the United States and go a long way toward creating new jobs just when America's economy needs them most.

20 - TSA Screening Reform

DMAI

US Travel

Overview: Travelers passing through U.S. airports are often frustrated by the Transportation Security

Administration's (TSA) passenger and baggage screening process due to long, inefficient lines, occasionally poor customer service and inconsistent screening policies. The introduction of self-select lanes based on a traveler's familiarity with the security process, however, is an example of improved efficiency in the TSA process.

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

U.S. Travel believes TSA should take several steps to effectively reform its screening process. The organization must set overall screening technology standards and develop a risk management philosophy that sets specific guidelines within which new technologies should be deployed. Such guidelines would allow for the development and introduction of next-generation screening technology, enhancing not only security but also efficiency for TSA and passengers alike.

21 - Visa Waiver Program

DMAI

US Travel

Overview: The United States welcomed 2.4 million fewer overseas visitors in 2009 than in 2000 – remaining below pre-9/11 levels of overseas visitors for the ninth consecutive year – despite a weak dollar that made the U.S. a travel bargain and 46 million more people around the world traveling long haul. The failure of the United States to simply keep pace with the growth in international long-haul travel has cost our economy an estimated \$509 billion in total spending and 441,000 American jobs which could have been created or sustained in the years over the past decade. In addition to the economic benefits of overseas travelers, those who have visited the United States are 74 percent more likely to have a favorable opinion of the country than those who have not visited, generating diplomacy through “people-to-people” interaction.

DMAI supports the position of U.S. Travel, which represents the collective travel industry.

The Visa Waiver Program (VWP) is critical to increasing foreign travel to the United States and helping our economy, as overseas travelers spend more and stay longer than visitors from Canada and Mexico. The U.S. Travel Association advocates continued expansion of the Visa Waiver Program under its current parameters, which include enhanced security information sharing between the United States and visa waiver countries on criminal records, verifiable passport issuance and a visa refusal rate of 10 percent. These federal policies helped welcome the entry of eight new countries into the VWP in 2008, and U.S. Travel encourages the U.S. government to maintain these policies so that key Latin American allies such as Argentina, Brazil and Chile can become part of the VWP.



Chapter 9 General Advocacy Education

We have included a general advocacy education guide aimed at assisting people with little or no experience in the advocacy, government affairs and the public policy arena. We fully recognize that some of the content provided in this section is elementary; however it gives you a crash course on basic essentials to understanding the works of our government and legislature. The organizational, geographical and legal structures of DMOs vary greatly among the diverse DMAI membership, thus making it almost impossible to provide a one-size-fits-all toolkit.

We recognize the significant impact that elected officials have on your cause and industry, and how the policies created by these individuals may have a direct affect on you. Here is a general overview of our federal, state and local government.

Overview of Government

“We, the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.”
Preamble of the U.S. Constitution

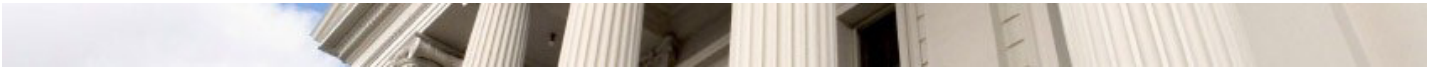
As DMO leaders interested in advocacy and government affairs, you are in a position to educate elected government officials with regard to your industry, your cause and your special interest. To do this effectively, it is important to have an understanding of the legislative branches of government. With this knowledge, you may begin the process of advising legislators on “how things should be handled”.

When the “founding fathers” crafted the U.S. Constitution, they

provided for a division of power between the federal and state governments. The powers granted to the **federal government** are described in the Constitution Article 1, Section 8. These powers include, among many others, the regulation of foreign and interstate commerce, providing for a national defense and regulating a monetary system. In cases of conflict between the federal and state governments, the federal government powers are supreme. There are three branches of federal government: the executive, legislative and judiciary branches. We will discuss the federal legislative branch in more detail within this section.

State governments are also given significant power under the U.S. Constitution. This grant of power, however, is different than that of the federal government. All power that is not granted to the federal government and not denied to the states by the Constitution is reserved for the states. Education and social services are two traditional services of state government. State government often reflects the federal government in structure. A governor and lieutenant governor, cabinet positions, state elected or appointed officers such as the attorney general, elected legislators and a variety of state agencies administer the state’s services. The Secretary of the State’s office is the source for a state’s legislative or budgetary process.

The Constitution of the United States America did not provide for local governments. **Local governments** are created by and regulated by the states which grant the powers of municipal governments in the form of charters. Local governments include cities, towns, county governments, and special districts. These municipalities can have a whole range of officials from volunteer appointees of special districts, to unpaid part-time small-town mayors and city councils, to county commissioners, and big-city mayors with staff and cabinets. While the titles of the officials running local government differ, their basic function is to manage the civic responsibilities for the citizens within their incorporated jurisdiction. The structure of local government fluctuates considerably from state to state, county



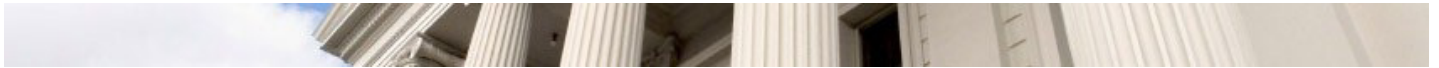
to county, city to city, or town to town. Therefore, it is important to obtain information on how the legislative process in your area works before you plan your strategy

Most industries and businesses are uniquely affected by policies of local governments because a major portion of your taxes are imposed by these jurisdictions. In fact, a primary purpose of local government is to provide services to citizens. However, while local governments can pass laws on local issues, they can pass no law that contradicts state or federal law.

More about Local Government

One thing we know for sure, as former Speaker of the House Tip O’Neill is famous for saying, is that “All politics is local.” Here is chart that exemplifies O’Neill’s point.





In the case of DMOs and destination marketing, that statement could not ring any truer. Any successful advocacy program for destination marketing organizations has to begin at the local level.

- The success of any advocacy efforts is dependent upon many individuals working within their own communities.
- The most important decisions affecting DMOs are made at a local level. You know your own issues and opportunities better than anyone.
- Policy decisions that affect DMOs are usually driven from the bottom up, which means working with and convincing local governments of your important issues will produce the best results.
- You, the local DMO, have the best contacts, credibility and opportunities within your own community.
- You have the most to lose and the most at stake for your community. You're the one that will reap the rewards of your efforts.

Local governments have a diverse list of responsibilities ranging from:

- ability to levy local taxes and fees to fund their activities;
- provide citizens with services such as; safety and security, sanitation and trash collection, public transportation, water, parks and recreation, and commissions that regulate them;
- provide infrastructure, such as bridges, roads and airports;
- provide libraries and public schools and school boards;
- regulate traffic and maintain local streets;
- regulate zoning;
- other quality-of-life issues that affect the citizens at large.

Many larger municipal areas form regional districts to address the needs of their citizens within a specific geographical area. Some towns hold town meetings where individuals come

together, in the true sense of democracy, to discuss the issues and make decisions that affect their everyday lives. In some larger cities, committees hold hearings in which the public can participate.

All the aforementioned government entities possess taxing authority. Funds collected support the services and projects of each entity. The ultimate responsibility for any service or project falls under the entity with jurisdiction over its line item in the budget. For example, if the city is building a new airport and has increased city tax to finance it, then the airport is likely to be included in the budget of city government and not the state or county. Consequently, if such an issue were to be addressed (e.g., organizing an effort to fight an onerous tax), it would be crucial to approach the “correct” legislators utilizing suitable tactics.

Government downsizing, departmental reorganizations, changes in funding priorities, or simple funding cuts can affect delivery of services, sometimes almost overnight. As local governments face greater fiscal pressures due to economic uncertainty, your voice as an advocate will be even more critical. Local laws and regulations are extremely influential in determining how funds are distributed and how services are delivered, so it is vitally important to develop relationships with elected officials at this level.

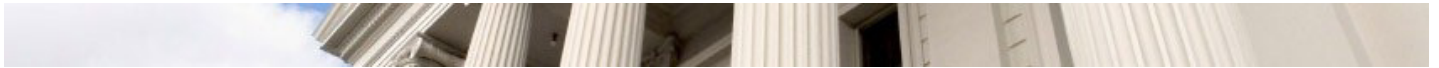
Web Tools:

State Government Information:

State websites provide the most information at your fingertips. There is no consistent URL stream for the State Legislature websites, except that they are typically a .gov site. Go to your online search engine and key-in the “state” name you want to research and the word “legislature” (e.g. Arizona legislature and we find www.azleg.gov). Typically the first few websites found will be the one you’re looking for. State Legislature sites typically enable you to search your state and local officials by zip code, search bills and serve as the official site state legislative information.

Local Government Information:

Similarly, county websites provide the most information for local governments. County government websites URL streams typically have the county name followed by the state name



abbreviated followed by .gov. Go to your online search engine and key-in the “county” name you want to research and the word “government” (e.g. Placer County government and we find www.placer.ca.gov). County government sites typically provide you a complete list of Board of Supervisors and County Committees and Commissions. You can find them all on the county website. Research the committees and commissions that affect your industry or personal concern. For example, business travel and meeting professionals may want to look into what is currently being done by the Transportation Planning Committee, Economic Development Board, or Planning Committee.

State Legislators – www.ncsl.org

This is the official site for the National Conference of State Legislatures. It provides public users access to many reports on issues, research, state and federal committee news, and is a gateway to state Legislative Websites (found in the Resources & Directories tab). Here you can search a “state” and “content” (E.G. Issue Reports, or Bills).

The United States Conference of Mayors – www.usmayors.org

This is the official site for the United States Conference of Mayors. It provides access to news, reports, best practices, issues research, and mayoral news. Under the Legislation heading there are subsections on; tourism, arts, parks, entertainment and sports, transportation and communications, and community and economic development.

Vote-Smart – www.vote-smart.org

Get the facts – not politics. This site is a non-partisan database that provides biographical information, voting records, position statements on issues, campaign finance and evaluations of public officials and candidates running for public office.



Federal Legislative Process

Introduction:

- Anyone may draft a bill; however, only Members of Congress can introduce or “sponsor” legislation.
- The official legislative process begins when a bill or resolution is numbered.
 - o House bill is H.R.
 - o Senate bill is S.
- It is then referred to a committee and printed by the Government Printing Office.

Steps for Passing a Bill in Congress:

Step 1. Referral to Committee:

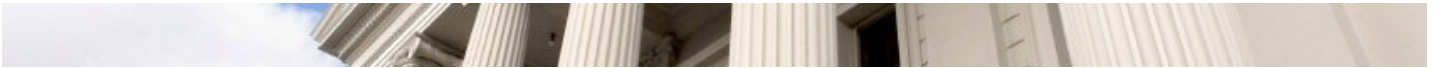
Bills are referred to standing committees in the House or Senate according the Congressional rules of procedure. There are very few exceptions to this procedure. *(A complete list of congressional committees and responsibilities, is available in myDMAI)*

Step 2. Committee Action:

When a bill reaches the committee it is placed on the committee’s calendar. A bill can be referred to a subcommittee or considered by the full committee. At this point, a bill is examined carefully and its chances for passage are determined. If the committee does not act on a bill, it is equivalent to killing the bill.

Step 3. Subcommittee Review:

Bills are sometimes referred to a subcommittee for hearings. Hearings provide the opportunity to put on the record the views of the executive branch, experts, other public officials, supporters and opponents of the legislation. Testimony can be given in person or submitted as a written statement.



Step 4. Mark Up:

When the hearings are completed, the subcommittee may meet to “mark up” the bill, that is, make changes and amendments prior to recommending the bill to the full committee. If a subcommittee chooses not to report legislation to the full committee, the bill dies.

Step 5. Committee Action to Report a Bill:

After receiving a subcommittee’s report on a bill, the full committee can conduct further hearings, or it can vote on the subcommittee’s recommendations and any proposed amendments. The full committee then votes on its recommendations to the House or Senate. This procedure is called “ordering a bill reported.”

Step 6. Publication of a Written Report:

After a committee votes to have a bill reported, the committee chairman instructs staff to prepare a written report on the bill. This report describes the intent and scope of the legislation, impact on existing laws and programs, position of the executive branch, and views of dissenting members of the committee.

Step 7. Scheduling Floor Action:

After a bill is reported out by the committee, it is placed in chronological order on the Chamber’s calendar. In the House there are different legislative calendars. The Speaker and the majority leader largely determine if, when, and in what order bills come up. In the Senate there is only one legislative calendar.

Step 8. Debate:

When a bill reaches the floor of the House or Senate, there are rules and procedures governing the debate. These rules determine the conditions and amount of time allocated for general debate.

Step 9. Voting:

After the debate and the approval of any amendments, the members vote. The bill is either passed or defeated.

Step 10. Referral of Other Chamber:

When a bill is passed by the House or the Senate it is referred to the other chamber where it may follow the same route through committee and floor action. This chamber may approve the bill as received, reject it, ignore it, or amend it.

Step 11. Conference Committee Action:

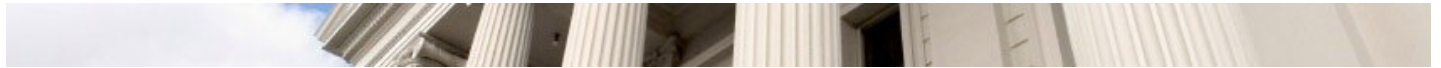
If only minor changes are made to a bill by the other chamber, it is common for the legislation to go back to the first chamber for concurrence. However, when the actions of the other chamber significantly alter the bill, a conference committee of House and Senate members is formed to reconcile the differences between the House and Senate versions. If the conferees are unable to reach agreement, the legislation dies. If agreement is reached, a conference report is prepared describing the committee’s recommended changes. Both the House and Senate must approve of the conference report.

Step 12. Final Actions:

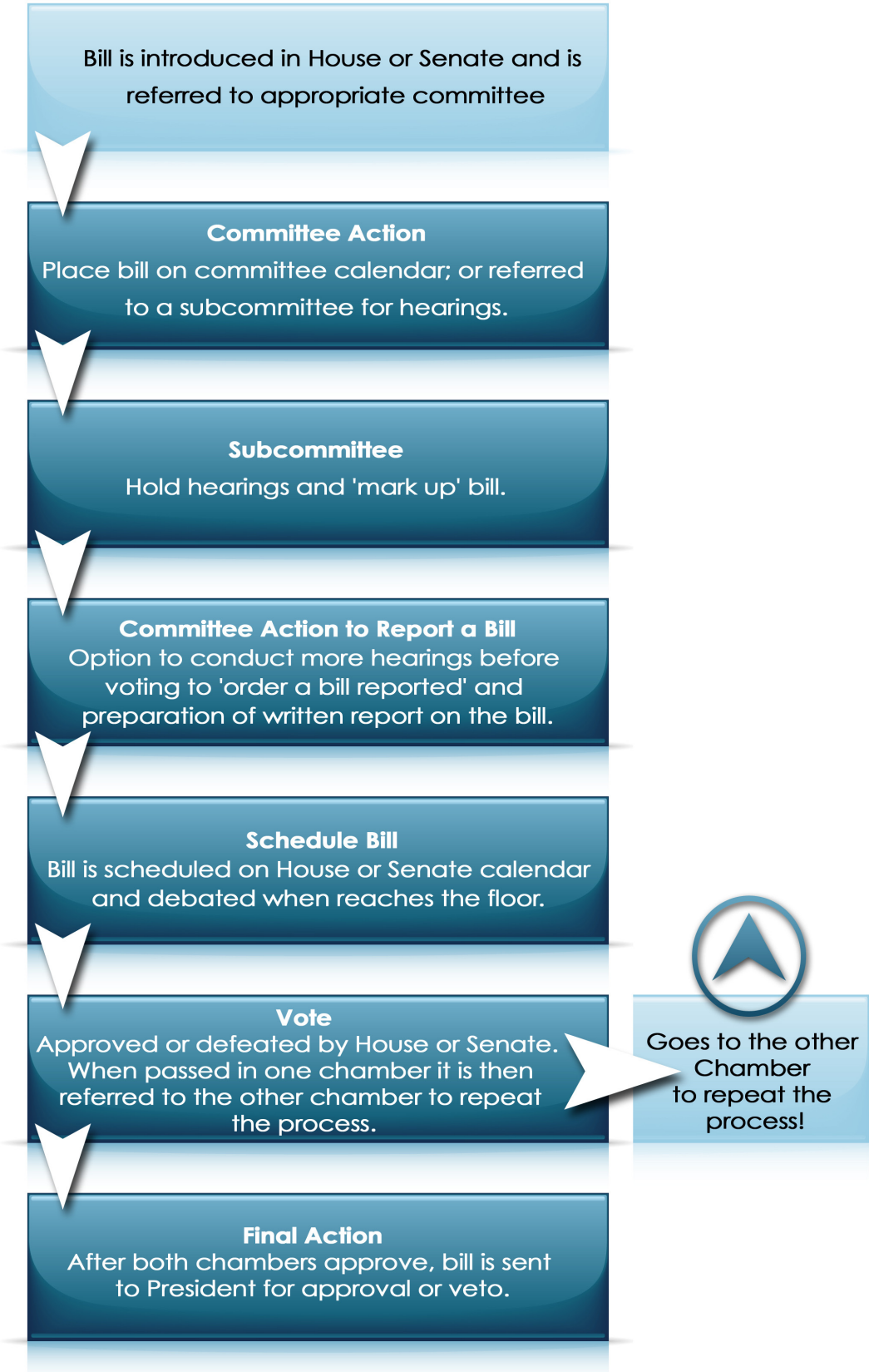
After a bill is approved by both chambers in identical form, it is sent to the President. If the President approves of the legislation, he signs it, it becomes law, and is assigned an official number. Or, the President can take no action for ten days, while Congress is in session, and it automatically becomes law. If the President opposes the bill he can veto it; or, if he takes action after the Congress has adjourned its second session, it is a “pocket veto” and the legislation dies.

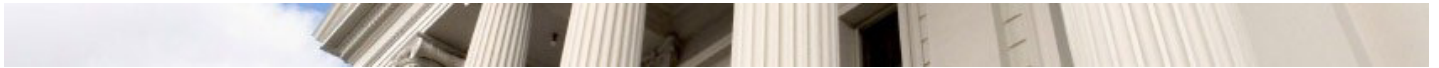
Step 13. Overriding a Veto:

If the President vetoes a bill, Congress may attempt to “override the veto.” This requires a two-thirds vote of the members who are present in sufficient numbers for a quorum. If the veto of the bill is overridden by both chambers then the bill becomes law.



The flow chart illustrates the typical path that a proposed bill travels during consideration by the U.S. Congress.





Several other thoughts to keep in mind when dealing with federal legislative issues:

- Many individuals and special interest groups have the opportunity to revise proposed legislation. Consequently, a bill may be amended significantly as it makes its way through the process. The end result may be radically different from the initial proposal.
- The legislative process is slow. Sometimes it takes years from the time a bill is introduced to the time it is passed.
- Committee members and, in particular, the committee chairs are instrumental in shaping the final version of a bill. Most legislative work is accomplished via the committee process, which is where legislation will live or die. The U.S. House of Representatives and the Senate both have standing and select committees.
- Congress is organized according to political party lines.
- It is easier to prevent a bill from passing than it is to actually pass a bill.
- Although there is a well-defined process for approving laws in Congress, a number of different ways to circumvent the process also exist.
- The legislative process is just one-step in the development of a program or project. Funds must be budgeted or appropriated, and then rules must be developed to implement the program.
- More resources and better understanding of the topics are:
 - o <http://thomas.loc.gov>
 - o <http://www.Whitehouse.gov>
 - o <http://senate.gov>
 - o <http://house.gov>

United States Congress Facts & Figures

United States House of Representatives

Members: 435 representatives apportioned by the population

Method of Election: Direct vote of citizens in the respective congressional district(s)

Term: Two years

Leadership:

- Speaker of the House – Selected by the majority party
- Majority Leader – Leads the party
- Majority Whip – Assists the leader, rounds up votes, heads large group of deputy and assistant whips
- Minority Leader – Leads the party
- Minority Whip - Assists the leader, rounds up votes, heads large group of deputy and assistant whips

United States Senate

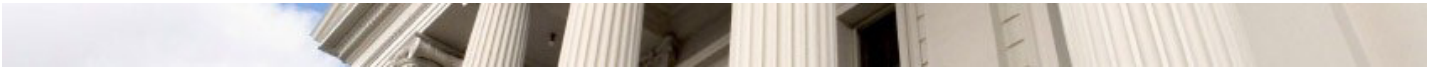
Members: 100 members – 2 per state

Method of Election: Direct vote of persons living in state

Term: Six years (one-third elected every 2 years)

Leadership:

- President - Vice President of the United States
- President Pro Tempore - Selected by majority party. Usually most senior member of the Senate majority party.
- Majority Leader - Leads the party
- Majority Whip - Assists the leader, rounds up votes, heads group of deputy whips
- Minority Leader - Leads the party



Major Differences between the Two Houses of Congress

This table shows the major differences between the House and Senate. They appear to be diabolically opposite. The American constitutional system includes a notion known as the Separation of Powers. In this system, several branches of government are created and power is shared between them. At the same time, the powers of one branch can be challenged by another branch. This is what the system of checks and balances is all about; the built-in structure of our federal government that distributes power so no one branch can dominate.

HOUSE	SENATE
435 members (apportioned by population) serving two-year terms	100 members (2 per state) serving six-year terms (1/3 elected every 2 years)
Speaker’s referral of bills to committee is hard to challenge.	Referral decisions easy to challenge.
Committees almost always consider legislation first.	Committee consideration easily bypassed.
Rules committee powerful; controls time of debate, admissibility of amendments.	Rules committee weak; few limits on debate or amendments.
Debate usually limited to one hour.	Unlimited debate unless shortened by unanimous consent or by invoking cloture.
Non-germane amendments may not be introduced from floor.	Non-germane amendments may be introduced (riders).

*Table Content Source: www.votesmart.org/resource_govt101



Chapter 10 Closing Comments

Hundreds of books and millions of words have been published about advocacy work. It is our intent to provide you with the tools relevant for building a stronger advocacy platform for your destination marketing organization. For some, the content in this report may provide a great starting point; for others, it may provide gentle reminders of what they already know. Whatever the case, we encourage you to breathe life into these words and speak out to advance the cause of destination marketing advocacy.

The quality of your advocacy is a testament not only to the importance of the work, but also the energy, insight and conviction to engage in it. We look forward to watching this emerging community of advocacy evolve.

5 Final Points for Success

- Listen to the drumbeat of your community to understand the pulse of your organization's efforts.
- It is all about relationships. It is not who you know, it is who you need to know.
- All politics is local!
- Educate, energize, and mobilize your grassroots.
- Take nothing for granted, the political winds can change in a moment's notice.



Chapter 11 Resources

Other Resources

Face Time. It Matters. An industry grassroots campaign aimed at promoting the benefits of meeting face-to-face. www.facetimematters.org

U.S. Travel Association. Key industry organization with government relations arm advocating for concerns and interests of the travel community. www.ustravel.org/government-affairs

Meetings Mean Business. Convention Industry Council grassroots campaign initiative on the value of meetings featuring the 2011 PricewaterhouseCoopers Economic Significance of Meetings to the U.S. Economy study. www.meetingsmeanbusiness.com

The Power of Travel. Power of Travel was created by the U.S. Travel Association for the good of the American travel community as an information rich online hub to inform visitors of travel's impact on the U.S. workforce and economy. www.poweroftravel.org

The Office of Travel & Tourism Industries. The goal of the Office of Travel & Tourism Industries (OTTI) is to enhance the international competitiveness of the U.S. travel and tourism industry and increase its exports, thereby creating U.S. employment and economic growth. OTTI is located in the International Trade Administration of the Department of Commerce. <http://tinet.ita.doc.gov>

Websites that provide government-related information

<http://www.Whitehouse.gov>

<http://senate.gov>

<http://house.gov>

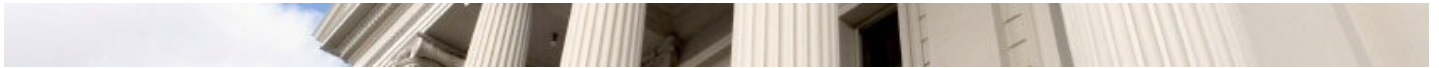
www.ncsl.org

www.rollcallgroup.com

<http://thomas.loc.gov>

www.usmayors.org

www.vote-smart.org



Travel Industry Partners

Alliance of Meeting Management Consultants (AMMC) – www.ammc.org - serves business management needs of meeting management consultants.

AMC Institute – www.amcinstitute.org - association management and professional services to non and for profit organizations.

American Hotel & Lodging Association (AH&LA) – www.ahla.com - represents members on national level for federal regulation; national media; community education; and public affairs.

ASAE & The Center for Association Leadership (ASAE & The Center) – www.asaecenter.org – voice of association profession; provider of learning and knowledge to association community.

Association for Convention Operations Management (ACOM) – www.acomonline.org – dedicated to continuing education and promoting growth and recognition for convention profession, internationally.

Association of Collegiate Conference and Events Directors-International (ACCED-I) - www.acced-i.org – improving, recognizing and promoting collegiate conference and events profession.

Association of Destination Management Executives (ADME) - www.adme.org – dedicated to the professionalism and effectiveness of destination management.

Center for Exhibition Industry Research (CEIR) - www.ceir.org - produces and delivers research-based knowledge tools promoting value of exhibition industry.

Convention Industry Council (CIC) – www.conventionindustry.org - The Convention Industry Council's 31 member organizations represent over 103,500 individuals and 19,500 firms and properties involved in the meetings, conventions, and exhibitions industry.

Council of Engineering and Scientific Society Executives (CESSE) – www.cesse.org - advance the art and science of managing engineering and scientific societies.

Exhibition Services & Contractors Association (ESCA) – www.esca.org - the voice of the exhibition service industry and a source of facts and answers to the problems that confront it.

Financial and Insurance Conference Planners (FICP) – www.ficpnet.com - information, education and a networking forum to enhance business and professional development opportunities for financial and insurance meeting planners.

Green Meetings Industry Council (GMIC) – www.greenmeetings.info - improve meeting management practices by promoting environmentally responsible strategies.

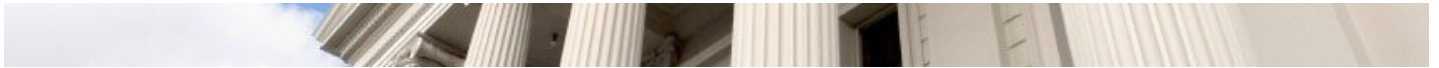
Healthcare Convention & Exhibitors Association (HCEA) – www.hcea.org - increase the effectiveness and efficiency of healthcare conventions and exhibitions as an educational and marketing medium.

Hospitality Sales & Marketing Association International (HSMIAI) - www.hsmiai.org - dedicated to enhancing sales and marketing management skills in the travel and hospitality industry.

International Association of Venue Managers (IAAM) – www.iaam.org - promotes and develops professional management of public assembly facilities and cultivates communication among managers of such facilities.

International Association of Conference Centers (IACC) - www.iacconline.com - advance understanding and awareness of conference centers.

International Association of Exhibitions & Events (IAEE) - www.iaee.com - represents the interests of trade show and exposition managers.



International Association of Professional Congress Organisers (IAPCO) - www.iapco.org - represents professional organizers and managers of international and national congresses, conventions and special events.

International Association of Speakers Bureaus (IASB) - www.iasbweb.org - member bureaus subscribe to a code of professional conduct and accepted practices for speaker and trainer selection.

International Congress and Convention Association (ICCA) - www.iccaworld.com - worldwide network of experts in all aspects of hosting and organizing congresses and conventions.

International Special Events Society (ISES) - www.ises.com - educates, advances, and promotes the special events industry and its network of professionals.

Meeting Professionals International (MPI) - www.mpiweb.org - empowers meeting professionals to increase their strategic value through education, career pathways, and business growth opportunities.

National Association of Catering Executives (NACE) - www.nace.net - oldest and largest professional association for caterers in all disciplines and their affiliate vendors.

National Coalition of Black Meeting Planners (NCBMP) - www.ncbmp.com - dedicated to the training needs of African American meeting planners.

National Speakers Association (NSA) - www.nsaspeaker.org - dedicated to advancing the art and value of experts who speak professionally.

Professional Convention Management Association (PCMA) - www.pcma.org - serves the association community by enhancing the effectiveness of meetings, conventions, and exhibitions through member and industry education and to promote the value of the meetings industry to the general public.

Religious Conference Management Association (RCMA) - www.rcmaweb.org - interfaith organization of those who plan and manage meetings, conferences, conventions or assemblies for religious organizations.

Society of Government Meeting Professionals (SGMP) - www.sgmp.org - improving the knowledge and expertise of individuals in planning and execution of government meetings.

Society of Incentive and Travel Executives (SITE) - www.site-intl.org - business professionals dedicated to the increased recognition and use of incentives as a motivator and reward in programs designed to achieve defined objectives.

U.S. Travel Association (U.S. Travel) - www.ustravel.org - organization that collectively leverages related business community; works to advance public policies that grow the business; and provides platform to promote travel in U.S.



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