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## Why Tourism?

Travel is one of the world's greatest freedoms.  
Tourism is a vital force for peace, learning and understanding.

Tourism is the single most important industry in bringing the world together via conferences, events, festivals, cultural experiences and reunions. Beyond the psychological benefits of tourism on our world, our international economy depends on the health of the tourism industry. In the United States, for the first time in decades, leaders across our nation are recognizing the value of tourism on local, regional and national economies, business, education, science and commerce, and, the positive merging of customs and cultures.

Our hope is for an atmosphere within which the citizens of the 214 nations of the world continue to feel comfortable traveling. Tourism is the cornerstone for opportunities for freedom of assembly, sharing and celebration of cultural differences, continued exchange of educational and scientific discoveries. And, it is key to a vibrant economic climate.

For all these reasons, the Greater Madison Convention & Visitors Bureau works diligently to build tourism for this dynamic destination.

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# 2004 GMCVB BUSINESS & MARKETING PLAN

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## **ABOUT THE GMCVB**

The Greater Madison Convention & Visitors Bureau (GMCVB) is Madison/Dane County's official DMO (Destination Management Organization). Serving in this role, the GMCVB aggressively markets the destination to convention/meeting planners and leisure travelers.

As a 501 ( c ) 6 organization, the GMCVB is an independent organization governed by a 23-person board of directors. The GMCVB staff is comprised of 18 full-time positions and a number of LTEs, who serve in various capacities to serve our customers' needs.

Over 640 area businesses support the GMCVB's efforts by investing in our activities. These members are the basis for the strong public-private partnership the GMCVB has successfully cultivated. By creating opportunities for the private sector, the GMCVB is able to stretch the public dollars invested by the cities of Madison, Middleton, Fitchburg, Sun Prairie and Dane County. In addition, Monona Terrace®, the Alliant Energy Center and various partner organizations also contribute to GMCVB marketing and destination management activities. The GMCVB operating budget for 2004 is \$1.9 million. Approximately 70% of the GMCVB's funding comes from public sources with the remaining 30% generated by private sources. The cities of Madison, Middleton, Sun Prairie and Fitchburg contribute moneys from their respective room tax receipts, while Dane County contributes from their general fund.

## **HISTORICAL REVIEW & LOOK AHEAD**

The GMCVB has focused on building convention, tradeshow and event business for the destination since the mid-1990s. With the assistance and support of many partners, including city and county government, Monona Terrace, Alliant Energy Center, hotels, restaurants, attractions, the WI Dept of Tourism and others, we have achieved great success. GMCVB destination event bookings have totaled 1,232 in number (averaging 137 bookings per year) since 1995 and have or will contribute in excess of \$221 million in direct visitor spending impact.

Economic and world events created a new travel environment beginning in 2001. Our market has been more resilient than many other destinations. Based on strong presales and a great product, 2001 and 2002 were strong years, relative to our competitors. 2003 business levels and prices were flat, based on the continued effects of the economy, increased competition and an increase in hotel room inventory.

2004 will be an interesting time in our destination's evolution. Travel appears to be rebounding, but with the deeply expanded hotel room base and increased pressure from competition, both regionally and locally, – we realize we must work smarter and harder than ever.

Resource development and product management will be key to growing market share and competing in an expanding marketplace. Resource development efforts will be a key focus of our 2004 program of work. These efforts will be designed to augment our financial and human resources. The GMCVB learned firsthand, in 2003, of the effects of a tough economy. The GMCVB's public funding was threatened to be greatly compromised in 2004, but with the assistance of our membership, industry partners and support from Madison Common Council members and members of the Dane County Board of Supervisors, we were able to retain the majority of our public funding.

In 2004, the GMCVB will also focus on targeted convention sales, expanded leisure packaging and promotions and exploring new markets and marketing partnerships. We look forward to the 2004 ESPN Great Outdoor Games and reaching for new heights in the effort to optimize this destination's potential.

Finally, to lay the groundwork for the future of the GMCVB and this destination, in 2004, we will revisit – and refresh - our future Strategic Goals and Visions, in a series of discussions with our board, staff and stakeholders.

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# GMCVB MISSION & VISIONS

## MISSION

The mission of the Greater Madison Convention & Visitors Bureau, Inc. is to lead and direct the destination's tourism industry in strategic and dynamic activities. Accomplishing this mission will result in increased, optimum levels of visitor traffic and maximum generation of visitor dollars for Madison and Dane County.

## DESTINATION VISIONS

- Well-established reputation as premier visitor and convention destination
- Area tourism industry contributes positively to area economy and environment
- Top-quality destination tourism product in place
- An ample and available workforce, which is comprised of motivated, well-trained and customer-focused individuals
- Enthusiastic public and private sector support and investment in tourism industry and its activities
- Area's tourism industry is cohesive and works collaboratively on all efforts and issues

## ORGANIZATION VISIONS

- Strategic and effective sales, marketing and service plans in place at all times
- Provide world-class destination information and services
- Recognized as area's destination marketing and management leader
- Generous, uncontested funding available for destination marketing and development activities
- Leadership and management are visionary, dynamic and effective
- Highly motivating and productive work environment for team
- Professional staff comprised of highly motivated and productive individuals

Note: The next set of visions to be developed is for our industry. These may include recognizing the importance of responsible protection of our environment, protecting our workforce and becoming actively involved in our community(ies). These visions will be pursued with the Greater Madison Hospitality Council and industry partner groups.

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## 2004 GMCVB BUSINESS PLAN

The GMCVB's 2004 Business Plan consists of initiatives for the GMCVB for the current year. This plan addresses financial, management and leadership priorities for 2004.

### LEADERSHIP PRIORITIES

The leadership of the GMCVB is responsible for the organization's governance, policy-making and directing the Mission and Visions of the GMCVB and the region as a tourism destination.

**Priority: Provide vision for effective organization structure, environment and communications**

*Goal: Establish effective two-way communications plan so leadership and team understand and support each other*

*Goal: Establish optimum working environment and tools' needs; develop plan to work toward satisfying these needs*

Team: Senior Management Team (SMT), Executive Management Team (EMT)

**Priority: Elevate GMCVB and industry's visibility and value with public**

*Goal: Provide vision and support to PR and Communication for development and implementation of a comprehensive, community awareness plan to communicate value of GMCVB and industry targeted to community and stakeholders*

Team: Deb Archer, Kim Straka, Sandy Shockley, Steve Bartlett, Board members (TBD)

**Priority: Improve GMCVB relationships with key stakeholders and partners**

*Goal: Develop plan to ensure all stakeholders understand and embrace GMCVB priorities and resource base*

Team: Deb Archer, Kim Straka, Sandy Shockley, Steve Bartlett

**Priority: Provide direction and support for business development/Spirit of Greater Madison**

*Goal: Develop plan of action to support Spirit of Greater Madison*

Team: Deb Archer, Jon Garner

**Priority: Engage past and current GMCVB Directors in bureau and industry issues**

*Goal: Develop plan to engage past and current Board members and other industry "friends" to expand bureau's sphere of influence within community. (May dovetail/be part of overall Community Awareness Plan).*

Team: Deb Archer, Jon Garner, Kim Straka, Debby Pechan

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## **ADMINISTRATION PRIORITIES**

The Administration area of the bureau is responsible for the successful operations/atmosphere of our work environment, support and direction of human resource development, implementation of GMCVB policies and development and implementation of new business opportunities.

### **BUSINESS DEVELOPMENT**

#### **Priority: Secure new, major revenues—opportunities with partnerships, members, grants, subsidiaries, sponsorships**

*Goal: Negotiate a “Community Air Service Support Program” Adv. Agreement w/DCRA*

*Goal: Negotiate a new partnership agreement with UW-Madison*

Team: Jon Garner, Deb Archer

#### **Priority: Establish Spirit of Greater Madison, Inc. (SGM) as legal entity**

*Goal: Adopt Bylaws/ Articles of Incorporation*

*Goal: Register SGM w/ State*

*Goal: Obtain determination of tax-exempt 501(c)(3) status from the IRS*

*Goal: Establish Board*

*Goal: Hold Inaugural Board Meeting*

Team: Jon Garner, Deb Archer, attorney of record, GMCVB Board Development Cmt, SGM Board, Debby Pechan

#### **Priority: Develop Corporate Partnerships**

*Goal: Negotiate two (2) additional 2004 Corporate Partnerships*

Team: Jon Garner, Krista Flanagan, Chris Caple, Deb Archer

#### **Priority: Secure additional municipal partnerships for 2005**

*Goal: Negotiate agreements with Verona & Monona for a portion of their TOT to be paid to the GMCVB*

*Goal: Hold preliminary meetings with city officials from DeForest, Waunakee, Town of Middleton & Town of Madison*

Team: Jon Garner, Deb Archer

#### **Priority: Obtain New Event JEM Grant for the Great Outdoor Games**

*Goal: Obtain JEM Grant from State Dept. of Tourism to attract overnight visitors to the Games*

Team: Jon Garner

### **MEMBERSHIP DEVELOPMENT/RETENTION**

#### **Priority: Increase membership revenues from 12.4% to 14.0% of GMCVB Budget**

*Goal: Meet budgeted revenue goal of \$267,850*

Team: Chris Caple, Jon Garner

#### **Priority: Increase revenues via additional new member sales**

*Goal: Increase new members from 100 to 120 per year via personal selling*

Team: Chris Caple, Jon Garner

#### **Priority: Increase revenues via improved member retention rate**

*Goal: Improve current retention rate by 5 percentage points*

Team: Chris Caple, Jon Garner, PT retention position

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**Priority: Improve communications to members & staff**

*Goal: Develop & Implement an internal/external communication plan*

Team: Chris Caple, Jon Garner, PT retention position

*Goal: Personal contact with every member on an annual basis*

Team: Chris Caple, Jon Garner, PT retention position, Deb Archer

*Goal: Regular reports to Staff, Senior Management and Executive Management Teams*

Team: Chris Caple, Jon Garner

**FINANCE**

**Priority: Enhance tracking & reporting via new Chart of Accounts**

*Goal: Implement new uniform COA to improve activity tracking and reporting (including UBI, grant and contract activity, etc.) and to facilitate analysis and corporate performance management*

Team: Nan Cullen, Lisa Wiedenfeld

**Priority: Provide improved access to financial data via Great Plains**

*Goal: Implement Great Plains accounting software to improve access to financial data*

Team: Nan Cullen, Lisa Wiedenfeld

**Priority: Improve and simplify budget process – incorporate into every day work**

*Goal: Improve and simplify budget process – integrating the planning and budgeting processes into daily operations*

Team: Nan Cullen, Jon Garner, Alberto Villanueva

**Priority: Ensure financial systems support organization**

*Goal: Develop appropriate financial controls, data analysis and faster financial reporting to support timely decision-making*

Team: Nan Cullen, Lisa Wiedenfeld, EMT

**Priority: Provide financial support for *The Spirit of Greater Madison, Inc.***

*Goal: Provide financial/administrative/management support for GMCVB's subordinate entity*

Team: Nan Cullen, Jon Garner, Lisa Wiedenfeld

**INFORMATION SYSTEMS**

**Priority: Improve/simplify access to info**

*Goal: Improve and simplify access to information with web and other technologies, ensuring compatibility, and preventing obsolescence*

Team: Alberto Villanueva, Intranet Council

**Priority: Enhance performance to on-site & remote users**

*Goal: Ensure reliable performance to on-site and remote users*

Team: Alberto Villanueva

**Priority: Maintain reliable IS platforms**

*Goal: Maintain reliable IS platforms including fire wall, data transfer services, backup systems, hardware and operating systems*

Team: Alberto Villanueva

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**Priority: Ensure reliable storage and management**

*Goal: Ensure reliable data storage and management (data centralization, exchange and utilization)*

Team: Alberto Villanueva, Nan Cullen, Staff

**Priority: Collaborate to ensure appropriate technologies**

*Goal: Collaborate to ensure the technologies required are selected/implemented correctly; provide help desk, support services, and training*

Team: Alberto Villanueva IS Advisory Committee, Nan Cullen

**HUMAN RESOURCES**

**Priority: Develop, implement benefits strategy**

*Goal: Develop a benefits strategy to be in line with strategic plan and improve process of seeking alternative bids, negotiation efforts in a timelier manner*

Team: Debby Pechan, Employee Committee, benefit vendors

**Priority: Conduct annual legal review and update all HR-related materials**

*Goal: Continue annual review and compliance updates (as needed) for all HR forms and materials*

Team: Debby Pechan, MB&F, SMT, EMT

**Priority: Continual regular staff training**

*Goal: Continue to communicate and reinforce company policies, benefits etc. thru staff/committee meetings*

Team: Debby Pechan, benefit vendors

**Priority: Coordinate Board of Directors strategic planning session**

*Goal: Coordinate planning session*

Team: Debby Pechan, Deb Archer, Steve Bartlett

**Priority: Participate in administration of The Spirit of Greater Madison, Inc**

*Goal: Participate in establishing the new bureau subsidiary, Board of Trustees*

Team: Debby Pechan, Jon Garner, Board of Trustees

**Priority: Develop system for municipal reporting**

*Goal: Establish system to make as efficient as possible*

Team: Debby Pechan, Jon Garner

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## **MARKETING PRIORITIES**

The Marketing Department encompasses the marketing, communications and public relations, visitor services and volunteer services functions of the GMCVB.

### **CONVENTION SALES, LEISURE, GMCVB**

The role of the marketing department is to increase destination and organizational brand awareness as well as develop programs that increase visitor traffic and generate economic impact (specifically room nights) for the greater Madison area.

#### **Priority: Expand awareness of GMCVB and destination brands**

*Goal: Develop programs and strategic alliances to increase brand use and awareness.*

Team: Krista Flanagan, Deb Archer, Kim Straka, Convention Marketing Cmt, Leisure Task Force

#### **Priority: Make strategic, research-based marketing decisions**

*Goal: Conduct regular research of key target market segments; develop clusters.*

Team: Krista Flanagan, Amy VanKauwenbergh

#### **Priority: Increase customer contact and satisfaction**

*Goal: Implement visitor e-newsletter and visitor pass program; develop meeting planner promotion*

Team: Krista Flanagan, Amy VanKauwenbergh, Sue Sabatke, Chris Caple

#### **Priority: Grow revenue returns on investments**

*Goal: Increase revenues for current programs; generate new revenue programs*

Team: Krista Flanagan, Tim Hyland, Amy VanKauwenbergh, Chris Caple, Jon Garner

#### **Priority: Establish priority set and implement system processes**

*Goal: Work smarter and develop effective systems*

Team: Marketing Department

## **VISITOR SERVICES**

The Visitor Services Department serves as the frontline of the GMCVB. Main functions include promoting our members, answering questions and otherwise assisting visitors (leisure, business or others). Serving as the information source for the Bureau, Visitor Services works with visitors via telephone, e-mail, postal mail and in person.

#### **Priority: Enhance Welcome Center Experience**

*Goal: Upgrade appearance and develop a more user-friendly "flow" in our main welcome center (GMCVB lobby).*

Team: Amy VanKauwenbergh, DeLores Smith

#### **Priority: Increase levels of service to all customers.**

*Goal: Measurably increase both the quality and quantity of customer interaction performed.*

Team: Amy VanKauwenbergh, DeLores Smith

#### **Priority: Pursue revenue-generating opportunities**

*Goal: Develop strategies to generate revenue dollars*

Team: Krista Flanagan, Jon Garner, Tim Hyland, Amy VanKauwenbergh

#### **Priority: Capture Visitor Information for follow-up marketing**

*Goal: Actively pursue/record visitor contact and demographic information for more effective marketing and visitor retention efforts.*

Team: Amy VanKauwenbergh, DeLores Smith

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## **VOLUNTEER SERVICES**

The Volunteer Services department's main goal is to supplement the services offered to the membership, convention clientele, destination and internal staff through the use and management of volunteers. Secondly, we will focus on increasing our presence and improving our visibility in the community and beyond. Additionally, we will seek out opportunities to increase revenue or decrease costs through the use of volunteers or other creative programs while staying true to organizational objectives.

### **Priority: Build a Volunteer program consistent with the needs of the GMCVB and community.**

*Goal: Develop a program strategy to be in line with the strategic plan and improve the value added customer service to our membership, convention clientele and destination visitors.*

Team: Tim Hyland

### **Priority: Expand the presence of Visitor Information sites and availability within the community.**

*Goal: Expand the permanent Visitor Information sites to include more locations as well as more frequent use of the mobile booth at events and conventions.*

Team: Tim Hyland

### **Priority: Develop strategically significant revenue sources.**

*Goal: Develop programs or products to serve a strategic purpose and contribute a revenue stream.*

Team: Tim Hyland

### **Priority: Develop a manageable and diverse volunteer contingent**

*Goal: Develop a diverse volunteer pool and process to effectively and efficiently manage the needs.*

Team: Tim Hyland

## **COMMUNICATIONS & PUBLIC RELATIONS PRIORITIES**

The Communications function is to oversee and develop all external communications and public relation efforts via media relations, the GMCVB Web site and written communications. This area also manages all graphic design projects and serves a resource/support unit for the other GMCVB departments as needed.

### **Priority: Increase publicity proactively**

*Goal: Strategically increase the amount of publicity pursued for the GMCVB and the destination*

Team: Kim Straka, Marketing dept. and EMT

### **Priority: Build strategic media relationships**

*Goal: Analyze current relationships with members of the media and strengthen and develop stronger ties with them*

Team: Kim Straka, Deb Archer

### **Priority: Update the web site to increase repeat visitation**

*Goal: Examine the GMCVB web site for out-dated information; develop areas for increased efficiency and user navigability.*

Team: Kim Straka, Sara Mayer, Amy VanKauwenbergh and EMT

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## CONVENTION SALES PRIORITIES

To reach the stated goals and performance achievement numbers for Madison and Dane County, the GMCVB employs a variety of strategies. These are based on the current trends and opportunities created by these trends and by applying the destinations' strengths.

### **Priority: Expand awareness of Madison as a convention destination**

*Goal: Develop with Convention Marketing Committee a strategic marketing plan to promote Madison as a convention destination to convention and event planners.*

Team: Jeff Holcomb, Krista Flanagan, Deb Archer, Convention Marketing Committee, Nathan Tauscheck

### **Priority: Effectively manage sales department**

*Goal: Create and communicate stakeholder and organizational expectations to sales department staff.*

*Goal: Establish ongoing, effective communication within sales department*

Team: Jeff Holcomb, Nathan Tauscheck

### **Priority: Develop & implement sales program designed to reach goals**

*Goal: Establish and implement goal-oriented sales department activities for 2004*

*Goal: Ensure Sales Managers have tools/training to succeed*

Team: Jeff Holcomb, Sales Department staff

### **Priority: Maintain & improve positive relationships with Alliant Energy Center, Monona Terrace, Hotels**

*Goal: Establish regular meetings with key facility and hotel staffs*

Team: Jeff Holcomb, Deb Archer, Sales Department staff, Nathan Tauscheck

### **Priority: Set realistic 2005 goals with stakeholders**

*Goal: Establish consensus with stakeholders of meaningful 2005 GMCVB goals*

Team: Jeff Holcomb, Sales Department staff

## CONVENTION SERVICES PRIORITIES

The role of the Convention Services Department is to ensure the successful execution of meetings, conferences and tradeshows in the greater Madison area. Our primary focus is to provide excellent service to GMCVB booked business at Monona Terrace and the Alliant Energy Center with the ultimate goal of securing repeat business.

### **Priority: Achieve annual performance goal of 125 Convention Services leads**

Team: Sue Sabatke, Christine Steussy

### **Priority: Begin coordinating 2005 service intense groups**

Team: Sue Sabatke, Christine Steussy, Jon Garner, CS Intern

### **Priority: Identify revenue generating opportunities**

Team: Sue Sabatke, Christine Steussy, Jon Garner

### **Priority: Study trends in Convention Services to keep GMCVB competitive**

Team: Sue Sabatke, Christine Steussy, Kim Straka, Amy VanKauwenbergh

### **Priority: Evaluate responsibilities and roles in Convention Services**

Team: Sue Sabatke, Jeff Holcomb, Deb Archer

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## 2004 CONVENTION AND TRADESHOW SALES & SERVICES EVENT CALENDAR

Month	Activity
January	PCMA ACOM Monona Terrace Board meeting
February	Destinations Showcase-Wash DC GM/DOS (Sheraton)
March	WIAA Spring Tournament Support
April	Affordable Meetings-Chicago Midwest Horse Fair VIP Lounge Monona Terrace Board meeting
May	Tourism Week Event Oversight GM/DOS (Inn on the Park)
June	National Assoc of Consumer Shows Tradeshow OWAA Pre-promote Model A Restorers Club support WI FFA Support BBI International Support Monona Terrace Board meeting Concerts on Square Sales/Entertainment
July	National Auctioneers Assn. support ESPN/Great Outdoor Games support Concerts on Square Sales/Entertainment
August	Eyes to the Skies support American Fisheries Society Support GM/DOS (Howard Johnson's)
September	Ironman Wisconsin Support Epic Systems UGM Support Affordable Meetings-Wash DC
October	World Dairy Expo Support MeetWisconsin Tradeshow Monona Terrace Board meeting CMCA Tradeshow
November	Multicultural Reception Nursing Organizations Alliance Fall Summit-Kansas City WIAA Football Tournament Support
December	Holiday Showcase-Chicago

### Industry Memberships:

- WSAE (WI Society of Association Executives)
- WMPI/MPI (WI and national Meeting Professionals International)
- PCMA (Professional Convention Management Association)
- ACOM (Association of Convention Operations Managers)
- HSMAI (Hotel Sales and Marketing Association International)
- Association Forum of Chicago

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## 2004 MARKETING EVENT CALENDAR

Month	Activity
January	Winter Getaway Spring Getaway Development
February	Winter Getaway WIAA Support Frontline Training
March	S/S Visitors Guide Spring Getaway Circle WI Showcase WIAA Support Gov's Conference on Tourism
April	Spring Getaway/Wisconsin Film Festival Farmers' Market-Visitor Cart (every Saturday thru October) Midwest Horse Fair Support
May	Spring Getaway National Tourism Week Kids Guide Development Visitor Guide Sales Support DCRA Greeter Program Int'l Assoc. of Public Participation Support WI Credit Union Support
June	Model A Restorers Assoc. Circle WI FAM
July	Great Outdoor Games/Art Fair on the Square Support Nat'l Auctioneers Support
August	Winter Getaway Development WIAA Co-op Program Madison Eyes to the Skies Balloon Festival Support American Fisheries Assoc.
September	F/W Visitors Guide Ironman Wisconsin Support Epic Systems Corp. Support Overture Center opening
October	World Dairy Expo Support Madison Book Festival / Food & Wine Support Farmers' Market-Visitor Cart
November	
December	Winter Getaway

### Industry Memberships:

AWTA (WI Association of Tourism Attractions)  
 Circle Wisconsin  
 District One BID Marketing Committee  
 IACVB (International Association of Convention & Visitors Bureaus)  
 PRSA (Public Relations Society of America)  
 UW-Madison Campus Information and Visitor Center Advisory Board  
 WI Department of Tourism Marketing Committee  
 WACVB Leisure Committee

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## 2004 ADMINISTRATIVE EVENT CALENDAR

Month	Activity
January	Executive Committee Meeting Alliant Energy Center YE Report due (1/30) Monona Terrace YE 2003 report due (1/15)
February	GMCVB Board of Directors Meeting (report) (2/24) 2003 Audit Field Work Fitchburg YE Report due (2/25)
March	Executive Committee Meeting (3/19) Sun Prairie YE Report (3/19) Membership Orientation/Refresher
April	Board of Directors Meeting (report) (4/27) Alliant Energy Center Qtr Report due (4/30) Monona Terrace Qtr Report due (4/15) Middleton Tourism Commission Qtr Report due (4/20)
May	Executive Committee Meeting (5/25)
June	Board of Directors Meeting (report) (6/22) Monona Terrace Qtr report due (6/17)
July	Executive Committee Meeting (7/27) Alliant Energy Center Qtr Report due (7/30) Middleton Tourism Commission Qtr Report due (7/20) Fitchburg Mid-year report (7/28) City/County budget requests due Joint Chamber/CVB Membership Event
August	Board of Directors Meeting (report)/Annual Open Meeting (8/24) Sun Prairie YE Report (8/13)
September	Executive Committee Meeting (9/28)
October	Board of Directors Meeting (report) (10/26) Alliant Energy Center Qtr Report due (10/31) Monona Terrace Qtr Report due (10/21) Middleton Tourism Commission Qtr Report due (10/19) Meet Wisconsin Marketplace
November	Executive Committee Meeting (11/23) Annual Membership Renewal Drive
December	Board of Directors Meeting (report) (12/21)

### Industry Memberships:

IACVB (International Association of Convention & Visitors Bureaus)  
 ASAE (American Society of Association Executives)  
 WACVB (WI Association of Convention & Visitors Bureaus)  
 Governor's Council on Tourism  
 WIA (WI Innkeepers Association)  
 WI Sports Development Corporation  
 SMBA (South Metro Business Association)  
 TEMPO Madison  
 Downtown Rotary  
 Greater Madison Chamber of Commerce  
 Downtown Madison Inc.  
 SHRM (Society of Human Resources Management)