

# Travel Santa Ana

## Statement of Work for Board Retreat 2024

June 4, 2024

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### Kickoff Call

We will hold a 60-minute kickoff call with the CEO and the Board Chair to discuss the approach to the retreat and to ensure that we are aligned on intended outcomes.

### Board Member Interviews

We will perform 30-minute interviews with each Board member to get their perspectives of what's important for the retreat, the strategic direction they believe Travel Santa Ana should head in, and where they see challenges. We will summarize these conversations and highlight common themes as a way to begin a conversation about strengths and weaknesses, and to spur discussion during the retreat.

### Agenda Development

Based on what we learn at the kickoff and in our Board interviews, we will work closely with the CEO to develop an agenda for our day together. We will create multiple iterations of the agenda until it's just right.

### Board Retreat Facilitation

We will facilitate a 4-hour working session of the Board in Santa Ana on July 31. We will take the Board through exercises designed to elicit frank conversation and strategic thinking on high-level strategic opportunities for the visitor economy in Santa Ana, such as cannabis tourism. We will reflect on the existing vision, mission and values as the North Star of the organization, and the main output from the retreat will be a high-level strategic direction for Travel Santa Ana to follow for the next 2-3 years, aligned to that vision. Because the format of a one-day retreat limits the ability to form a detailed plan, and because the role of the Board is to set the direction, there will be follow-up strategic work for the staff to take on that will enable the execution of this high-level vision (see below).

### Strategic Plan Detail Work

We will facilitate up to 4 hours of follow-up online work sessions with the Travel Santa Ana team to build from the Board's strategic direction, create detail around items like measurable indicators of success, and create a focused 3-year plan to bring back to the Board for final approval.

### Documentation of Retreat Outcomes

Within a week of the completion of the detail work session, we will document and share a summary one-page plan document.

### Investment

We propose a flat fee of \$7150.00 to accomplish the work described above, invoiced in thirds across three months. Reasonable travel expenses are not included in this estimate and will be billed through at cost in monthly invoices.

### Approved

Matthew Landkamer  
Principal, Whereabout



Wendy Haase-Roberts, CDME  
President & CEO, Travel Santa Ana