

## Three-Year Travel and Sports Legacy Foundation Strategic Recovery Plan Schematic: FY 2024–FY 2026

<p style="text-align: center;"><b>Purpose and Direction</b></p> <p><b>Mission</b></p> <p>TSLF connects the community with great careers, tourism enterprises with talented people, and the tourism industry with a more sustainable and employable future.</p> <p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Inclusive</li> <li>• Collaborative</li> <li>• Intentional</li> <li>• Trusted</li> <li>• Innovative</li> <li>• Accountable</li> <li>• Passionate</li> <li>• Resourceful</li> </ul> <p><b>Vision 2030</b></p> <p><i>The Travel and Sports Legacy Foundation is an established and dynamic philanthropic advocate investing in young individuals and practitioner careerists in tourism, hospitality, sports, and entertainment.</i></p> <p style="text-align: center;"><b>Our Foundation Commitment</b></p> <p><b>Promise</b></p> <p><i>The Travel and Sports Legacy Foundation supports a diversified Arlington community by investing in youth, and career tourism and sports talent through meaningful educational and workforce development.</i></p> <p style="text-align: center;"><b>Our Foundation Challenges</b></p> <ol style="list-style-type: none"> <li>1. Implement the agreed upon Strategic Plan including the development and implementation of a marketing plan and fundraising development plan.</li> <li>2. Meet the needs of an ever changing tourism and sports industries.</li> <li>3. Enhance profile in the community.</li> </ol>	<b>Mission Focus</b>			
	<b>Gain and Invest Impactful Funds</b>		<b>Communicate and Lead Organization Effectiveness</b>	
	<b>Strategic Goals</b>			
	<b>Program Investment: Building Capacity</b>	<b>Resource Development: Raising Funds</b>	<b>Advocacy Communications: Telling the Story</b>	<b>Governance Oversight: Making Impactful Change</b>
	<b>Priority Initiatives</b>			
<ul style="list-style-type: none"> <li>• Develop a succession plan for board leadership and staff.</li> <li>• Contract with a program coordinator/manager to oversee TSLF programs including the Scholarship program and the Teacher Teach Grant Program.</li> <li>• Improve the level of programming to ensure programs meet the ever-changing needs of students, the tourism and sports industries and its stakeholders.</li> <li>• Re-evaluate the committees' work and structures to determine their overall health, and strategies to deliver expected outcomes and results (restructure if needed).</li> <li>• Work with LAC to ensure LAC members are aware of skills needed to enhance the board's leadership and capacity when seeking leaders to serve on the board.</li> <li>• Reassess board member roles and incoming board members' skills and assign board members in roles where their skills can be best utilized.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the financial health of the organization through program evaluation, management oversight, and strategies.</li> <li>• Develop a fundraising strategy including a plan that encourages recurring donations, and development of an endowment and planned giving program.</li> <li>• The Executive Director will lead the fundraising efforts along with key board members, stakeholders, and contracted grant writer.</li> <li>• Restructure events to drive more funding including the Annual Meeting and include at least two additional fundraising events.</li> <li>• Continue to explore opportunities and liaise with locally based and industry foundations and donors.</li> <li>• Formulate a strategy to raise passive revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and implement an active marketing plan.</li> <li>• Continue to enhance the functionality of the website, increase website traffic and analytics, and continue to deliver usable content.</li> <li>• Develop a social media strategy to increase awareness about TSLF programs.</li> <li>• Promote stories about the impact of TSLF programs on the community through all mediums, presentations, and forms of communication.</li> <li>• Continue to promote the power of tourism and its impact on the local, state, and national economies.</li> <li>• Collaborate with tourism agencies, ACVB and others, to deliver content to increase awareness about tourism and sports opportunities.</li> <li>• Work with tourism agencies to encourage the development of a marketing campaign that promotes jobs/careers within the tourism and sports industries.</li> <li>• Understand the influence and impact of AI on tourism jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate board governance and committee charters</li> <li>• Update and approve annually a "rolling year" strategic plan (2024–2026).</li> <li>• Develop the organization's standard operating procedures.</li> <li>• Update the board orientation packet as needed.</li> <li>• Develop a training manual for the LAC.</li> <li>• Continue to work with our legal counsel to cement partnerships with external agencies and develop appropriate contracts to protect TSLF's interests.</li> <li>• Ongoing operation of the Leadership Advisory Council (for Board and Committee Member Nominations)</li> </ul>	
<b>Our Strategic Results</b>				
<ul style="list-style-type: none"> <li>• Various website and social media performance analytics</li> <li>• Increase the number of donors and partners approached/committed, and respective conversion rates</li> <li>• Increase multi-year donors</li> </ul>		<ul style="list-style-type: none"> <li>• Fundraising goal of \$200K by 2026.</li> <li>• Track the number of students who have graduated from high school or college and have successfully completed TSLF programs. Additionally track the number of students currently working in the tourism and sports industries.</li> </ul>		