

Strategic Plan

Hailey Chamber of Commerce

Prepared by
Richard Stahl

Adopted
August 27, 2014

Hailey Chamber of Commerce Strategic Plan August 27, 2014

The Hailey Chamber of Commerce has undertaken the development of a Strategic Plan to guide its activities over the coming year. The mission of the Chamber is, “The mission of the Hailey Chamber of Commerce is to promote and support our membership, businesses and community while maintaining and enhancing our quality of life.”

Background

The Chamber held its annual planning retreat on March 12, 2014 at AmericInn. Twelve board members were present along with two staff. Board member Richard Stahl facilitated the meeting, which ran from 8 AM until 11 AM. Board members in attendance included the following: Dale Ewersen, Justin Larsen, Joan Davies, Jane Drussel, Patrick Buchanan, Richard Stahl, Tanya Olson, Lisa Patterson, Jim Mason, Chris Roebuck, Debra Hall, Beth Crawford. Staff included Kristy Heitzman and Pat Bowton. The Board of Directors adopted the Strategic Plan on August 27, 2014.

Critical Issues

In developing this Plan, the first question tackled was the following: “What are the major strengths and weaknesses of and opportunities and threats to Hailey Chamber of Commerce. After “brainstorming” the issues for nearly an hour, each member in attendance was given five votes to cast. Of the 30 issues listed by the group, 24 received at least one vote. The full list of issues may be found at the end of this report. Following are the top issues as ranked by the group:

<table border="0"> <tr><td>Votes</td><td>Strengths</td></tr> <tr><td>6</td><td>Strong Staff</td></tr> <tr><td>4</td><td>Lively Chamber Activities</td></tr> <tr><td>2</td><td>Strong Board</td></tr> <tr><td>1</td><td>New Welcome Center & Chamber Office</td></tr> <tr><td>0</td><td>Membership Based Organization</td></tr> <tr><td>0</td><td>Social Media Presence</td></tr> <tr><td>0</td><td>Community Support (city)</td></tr> <tr><td>0</td><td>Srong Media Support (radio and TV)</td></tr> <tr><td>13</td><td style="text-align: right;">Total</td></tr> </table>	Votes	Strengths	6	Strong Staff	4	Lively Chamber Activities	2	Strong Board	1	New Welcome Center & Chamber Office	0	Membership Based Organization	0	Social Media Presence	0	Community Support (city)	0	Srong Media Support (radio and TV)	13	Total	<table border="0"> <tr><td>Votes</td><td>Weaknesses</td></tr> <tr><td>7</td><td>Communication wirh Members</td></tr> <tr><td>4</td><td>Limited Budget</td></tr> <tr><td>3</td><td>Poor Perception by Business</td></tr> <tr><td>1</td><td>Past Financial Liabilities</td></tr> <tr><td>1</td><td>Limited Staff</td></tr> <tr><td>1</td><td>More Volunteers Needed</td></tr> <tr><td>1</td><td>Better Collaboration</td></tr> <tr><td>0</td><td>Too event focused</td></tr> <tr><td>18</td><td style="text-align: right;">Total</td></tr> </table>	Votes	Weaknesses	7	Communication wirh Members	4	Limited Budget	3	Poor Perception by Business	1	Past Financial Liabilities	1	Limited Staff	1	More Volunteers Needed	1	Better Collaboration	0	Too event focused	18	Total
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The issues identified with an asterisk above were identified as the top issues for the purpose of the next part of the planning process. In strategic planning it is vital to focus on truly top priority issues.

Analysis

After reviewing the results of the meeting and grouping issues, a few themes can be seen: communication, financial concerns, marketing, staffing and events. Communication issues included: communication with members, poor perception by business, social media presence, strong media support. Financial concerns included: limited budget, past financial liabilities, money owed to City of Hailey and increased money from LOT. Marketing issues include: close to Sun Valley, finding our customer niche and better collaboration with Sun Valley marketing. Staffing issues include: strong staff, and limited staff. Event related issues include: lively chamber activities, more events, good venues for events and too event focused.

Of the total number of issues raised by the group, 16 dealt with internal issues and 14 were external issues for a total of 30 issues. Twenty-four of these received at least one vote. The group developed 23 activities to address the top seven issues. Of these, 17 received votes.

	Total Issues	Total Receiving Votes
Strengths	8	4
Weaknesses	8	7
Total Internal Issues	16	11
Opportunities	9	8
Threats	5	5
Total External Issues	14	13
Total Issues	30	24
Total Activities	23	17

Recommended Activities

The second question posed to the Chamber Board was, “what activities can be undertaken to address the top issues identified?” The Chamber should focus on implementation activities that address top priority issues. The recommended actions were prioritized in the same manner as the issues, with each participant given five votes.

The group focused on the following seven issues: strong staff, lively chamber activities, communication with members, limited budget, poor perception by business, close to Sun Valley, better collaboration with Sun Valley Marketing. This portion of the meeting identified twenty three implementation activities which are summarized in the following tables, each listed under the issue the activity is intended to address:

Votes	Activities
8	Develop activities around our mission
7	Partner with Non-Profits (BAH's etc.)
4	Account for True Cost of Events
0	How to Survive Big Box Retail (Wal-Mart etc.)
19	Total

Votes	Near Sun Valley and Sun Valley Marketing
4	Joint Branding with Sun Valley ("Gateway")
1	Market at Airport (new kiosk etc.)
0	Focus on Events During Slack Season
0	Look at LOT Proposal to City (June deadline)
5	Total

Votes	Budget Limited
5	Benefit Dinner
4	Fund Raising Event(s)
3	Earn Money from Activities Increase Money from Membership (dues and more members)
1	Educate members before community
14	Total

Votes	Communication/Poor Perception
9	Communicate Chamber Activities to Community
3	Reinforce our mission in our communications
2	Add Mission Statement to Website
1	Activity Calendar
0	Membership Survey
0	Annual Report
0	Annual Membership Meeting
15	Total

Votes	Strong Staff
7	Clear goals and expectations
3	Board Attendance at Events
1	Enlist Board to Support (committees)
11	Total

Proposed Vision Statement

It is the vision of the Hailey Chamber of Commerce to support community and business growth in collaboration with community partners and businesses.

Organization Goals

The following organizational goals are based on the critical issues facing the Hailey Chamber and the implementation activities needed to address those issues.

- 1. Develop adequate financial resources to increase services to chamber members while maintaining existing services.**
- 2. Expand events and services to chamber members.**
- 3. Maintain sponsorship of key community events while identifying opportunities for events during “slack” season.**
- 4. Communicate the chamber’s mission and goals to members and the community using every available technique (print, meetings, website, and social media).**
- 5. Communicate and celebrate successful events with community stakeholders.**
- 6. Collaborate with the Sun Valley Marketing Alliance and other stakeholders to enhance the visibility of Hailey and the Hailey Chamber to potential visitors to the area.**

Recommended Action Plan

The final step in the planning process was the development of detailed activity worksheets. This is the recommended action plan for the next year. In order to be implemented activities must be well-stated and measurable. Sub tasks and budget and resource requirements must be identified. Committee responsibility, milestones, and measurable results are the final components of development of the action plan.

Group 1 worked on the following activities: communicate Chamber activities to the community and develop activities around our mission. Group 2 worked on: partner with non-profits, clear goals and

expectations of staff and benefit dinner/fund raising. Group 1: Jane Drussel, Pat Bowton, Beth Crawford, Jim Mason, Patrick Buchanan, Dale Ewerson; Group 2: Kristy Heitzman, Debra Hall, Chris Roebuck, Tanya Olson, Lisa Patterson, Justin Larsen, Joan Davies. Limited time prevented the groups from fully developing all sections of the worksheet. The facilitator and Chamber Executive Committee have completed the worksheets included in this draft plan.

Activity #	Activity	Committee
#1	Partner with Non-profits	Membership Committee
#2	TV/radio Commercial	Marketing Committee
#3	Speakers Bureau	Marketing Committee
#4	Benefit Dinner	Fund Raising Committee
#5	Joint Marketing	Business Dev Committee
#6	Develop Budget Goals	Executive Committee
#7	Review Dues Structure	Executive Committee
#8	Annual Meeting	Membership Committee
#9	Member Survey	Planning Committee
#10	Family Concert	Fund Raising Committee

Action #1

Title of Action: Partner with Non-profits

What critical Issue is being addressed (from SWOT)?

Lively Chamber Activities

Develop an Action Statement: Exactly what is it you want to accomplish?

Develop a strategy to partner with local non-profit agencies for increased visibility and fund raising by June 2014.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

1. Invite non-profits to be featured at each Business-After-Hours in 2014.
2. Develop a win-win strategy for publicity and fund raising to be employed at the Business-After-Hour's (BAH).
3. Evaluate opportunities for additional partnerships.
4. Present the Partnership Strategy to the Board for approval.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?

Ambassador Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Invite no-profits to be featured at each Business-After-Hours in 2014 (June 2014).
2. Develop a win-win strategy for publicity and fund raising to be employed at the BAHs (June 2014).
3. Evaluate opportunities for additional partnerships (July 2014).
4. Present the Partnership Strategy to the Board for approval (July 2014).

Measurable Results: What can you quantify in order to demonstrate success or failure?

At least six joint BAH/Non-profit partnerships.

Group Developing Action: Executive Committee

Action #2

Title of Action: Radio and Television Commercial

What critical issue is being addressed (from SWOT)?

Communication/Poor Perception of Chamber

Develop an Action Statement: Exactly what is it you want to accomplish?

Produce a television commercial in cooperation with KMVT television featuring the Hailey Chamber of Commerce. Produce a radio commercial in cooperation with local stations.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

1. Develop a list of Chamber activities and talking points for commercial.
2. Contact KMVT and radio stations to evaluate feasibility of developing a commercial.
3. Develop a budget for the event, including expenses and income.
4. Prepare a budget for the activity, including expenses, and income.
5. Produce and air the commercials.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?
Marketing Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Develop a list of Chamber activities and talking points for commercial. (June 2014)
2. Contact KMVT and radio stations to evaluate feasibility of developing a commercial. (April 2014)
3. Develop a budget for the event, including expenses and income. (July 1, 2014)
4. Produce and air the commercials. (July 2014 to December 2014)

Measurable Results: What can you quantify in order to demonstrate success or failure?

Development and airing of radio and television commercials, resulting in improved perception.

Group Developing Action: Group 2

Action #3

Title of Action: Speaker's Bureau

What critical issue is being addressed (from SWOT)?

Communication/Poor Perception of Chamber

Develop an Action Statement: Exactly what is it you want to accomplish?

Present the Chamber's mission and activities to various community groups.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

1. Develop a list of Chamber activities and talking points for presentation to community groups.
2. Identify persons willing to present the Chamber's message.
3. Develop a budget for the event, including expenses and income.
4. Present at least two presentations to local service clubs.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?
Marketing Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Develop a list of Chamber activities and talking points for presentation to community groups. (June 2014)
2. Identify persons willing to present the Chamber's message. (July 2014)
3. Develop a budget for the event, including expenses and income. (July 2014)
4. Present at least two presentations to local service clubs. (July – Dec 2014)

Measurable Results: What can you quantify in order to demonstrate success or failure?

Presentations to at least two community service organizations.

Group Developing Action: Group 2

Action #4

Title of Action: Benefit Dinner

What critical issue is being addressed (from SWOT)?

Limited Chamber Budget

Develop an Action Statement: Exactly what is it you want to accomplish?

Plan and hold a dinner for chamber and community members in 2014.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

1. Determine the best date and venue for the dinner.
2. Develop a budget for the dinner.
3. Determine whether to focus on members or a broader audience (annual dinner or not).
4. Determine whether to include a special speaker, silent auction, raffle or other fund raising component.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?

Fund Raising Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Determine the best date and venue for the dinner. (May 2014)
2. Develop a budget for the dinner. (May 2014)
3. Determine whether to focus on members or a broader audience (annual dinner or not). (May 2014)
4. Determine whether to include a special speaker, silent auction, raffle or other fund raising component. (May 2014)
5. Hold benefit dinner (June 2014)

Measurable Results: What can you quantify in order to demonstrate success or failure?

A benefit dinner which raises at least \$2,000 over expenses.

Group Developing Action: Group 1

Action #5

Title of Action: Joint Marketing Plan

What critical Issue is being addressed (from SWOT)?

Coordination with Sun Valley Marketing

Develop an Action Statement: Exactly what is it you want to accomplish?

Conduct a brain storming session with key stakeholders to develop ideas for joint marketing between the Hailey Chamber, City of Hailey and Sun Valley Marketing Alliance.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

1. Identify and invite key stakeholders.
2. Determine the best date and venue for the meeting.
3. Invite a facilitator to conduct the meeting.
4. Conduct the meeting.
5. Develop a written report from the meeting for formal consideration by the stakeholders.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?

Business Development Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Identify and invite key stakeholders. (June 2014)
2. Determine the best date and venue for the meeting. (June 2014)
3. Invite a facilitator to conduct the meeting. (June 2014)
4. Conduct the meeting. (July 2014)
5. Develop a written report from the meeting for formal consideration by the stakeholders. (July 2014)

Measurable Results: What can you quantify in order to demonstrate success or failure?

Identification of the components of a joint marketing strategy between the Chamber and Marketing Alliance in a written report.

Group Developing Action: Executive Committee

Action #6

Title of Action: Develop Budget Goals

What critical issue is being addressed (from SWOT)?

Limited Chamber Budget

Develop an Action Statement: Exactly what is it you want to accomplish?

Develop budget and fund raising goals for the Chamber for 2015 by September 2014.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

1. Analyze the Chamber budgets and expenditures for 2013 and 2014.
2. Identify financial needs for the Chamber to expand staff and or services.
3. Project income sources for 2015.
4. Set fund raising goals to supplement membership dues, event sponsorships, LOT and grants.
5. Identify committee responsibility for fund raising.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?

Executive Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Analyze the Chamber budgets and expenditures for 2013 and 2014 (May 2014).
2. Identify financial needs for the Chamber to expand staff and or services (June 2014).
3. Project income sources for 2015 (June 2014).
4. Set fund raising goals to supplement membership dues, event sponsorships, LOT and grants (August 2014).
5. Identify committee responsibility for fund raising (August 2014).

Measurable Results: What can you quantify in order to demonstrate success or failure?

Adopted 2015 Chamber budget

Group Developing Action: Executive Committee

Action #7

Title of Action: New Dues Structure

What critical Issue is being addressed (from SWOT)?

Limited Chamber Budget

Develop an Action Statement: Exactly what is it you want to accomplish?

Develop a proposal for updating Chamber dues for 2015 by September 2014.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

1. Analyze the dues structure for the Hailey Chamber and similar chambers.
2. Evaluate Chamber membership and membership income over the past five years.
3. Project income from dues for a three to five year period.
4. Present a recommendation to the Board for a new dues structure.
5. Adoption of a new dues structure by the Board of Directors.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?

Membership Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Analyze the dues structure for the Hailey Chamber and similar chamber's (June 2014).
2. Evaluate Chamber membership and membership income over the past five years (July 2014).
3. Project income from dues for a three to five year period (August 2014).
4. Present a recommendation to the Board for a new dues structure (August 2014).
5. Adoption of a new dues structure by the Board of Directors (September 2014).

Measurable Results: What can you quantify in order to demonstrate success or failure?

Adopted 2015 Chamber dues schedule.

Group Developing Action: Executive Committee

Action #8

Title of Action: Annual Membership Meeting

What critical Issue is being addressed (from SWOT)?

Communication

Develop an Action Statement: Exactly what is it you want to accomplish?

Plan and hold an Annual Membership Meeting of the Hailey Chamber of Commerce by October 2014.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

1. Identify the best date and venue for a membership meeting.
2. Identify committee responsibility for the Annual Meeting
3. Plan a program for the Annual Meeting (awards, speaker, annual report etc.).
4. Send out invitations to the Annual Meeting to members and community partners.
5. Hold the Annual Meeting.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?
Membership Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Identify the best date and venue for a membership meeting (May 2014).
2. Identify committee responsibility for the Annual Meeting (Identify committee responsibility April 2014).
3. Plan a program for the Annual Meeting (awards, speaker, annual report etc.) (June 2014).
4. Send out invitations to the Annual Meeting to members and community partners (August 2014).
5. Hold the Annual Meeting (October 2014).

Measurable Results: What can you quantify in order to demonstrate success or failure?

Annual membership meeting with at least 50 members present.

Group Developing Action: Executive Committee

Action #9

Title of Action: Develop Member Survey

What critical Issue is being addressed (from SWOT)?

Communication/Poor perception

Develop an Action Statement: Exactly what is it you want to accomplish?

Develop, administer and tabulate a survey of Chamber members to further identify issues and concerns by July 2014.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

1. Research survey tools and questions for possible use.
2. Develop a budget for the membership survey.
3. Finalize the questions for the membership survey.
4. Distribute, collect, tabulate and analyze the results of the membership survey.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?

Governance and Planning Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Research survey tools and questions for possible use (May 2014).
2. Develop a budget for the membership survey (June 2014).
3. Finalize the questions for the membership survey (July 2014).
4. Distribute, collect, tabulate and analyze the results of the membership survey (July 2014).

Measurable Results: What can you quantify in order to demonstrate success or failure?

Survey results from at least half of Chamber members.

Group Developing Action: Executive Committee

Action #10

Title of Action: Family Concert

What critical issue is being addressed (from SWOT)?

Limited chamber budget

Develop an Action Statement: Exactly what is it you want to accomplish?

Produce a family oriented concert (Jim Gill) during the month of May 2014 in order to raise funds for the Chamber.

What tasks need to be done in order to implement the action? Specific tasks that need to be done in order to implement and accomplish the long-term goal. Should have target dates for completion.

6. Contact Jim Gill to check his availability in May 2014 and his performance fee.
7. Contact BCRD (Mike Chatterton) to check availability of the Community Campus.
8. Hotel and car are covered.
9. Secure co-sponsors for the event (The Learning Garden will co-sponsor).
10. Prepare a budget for the event, including expenses, ticket price and projected profit.

What resources are required (time, money, staff etc.)?

To be developed by committee

Responsibility: Which committees or organizations are responsible for implementing the action steps?
Fund Raising Committee

Milestones: Key landmarks that can indicate significant success and that you are on schedule.

1. Contact Jim Gill to check his availability in May 2014 and his performance fee. (July 2014)
2. Contact BCRD (Mike Chatterton) to check availability of the Community Campus. (July 2014)
3. Secure co-sponsors for the event (The Learning Garden will co-sponsor). (complete)
4. Prepare a budget for the event, including expenses, ticket price and projected profit. (July)

Measurable Results: What can you quantify in order to demonstrate success or failure?

Fund raising event which raises at least \$2,000 over expenses.

Group Developing Action: Group #1

AGENDA

**Hailey Chamber of Commerce
Board Retreat
March 12, 2014
8:00 – 11:00 AM**

(7:45-8:00) Breakfast Buffet

(8:00-8:05) Introduction – Jane Dussel, President

(8:05-8:10) Review Strategic Planning Process – Richard Stahl, Facilitator

(8:10-8:50) Question #1, SWOT

(8:50-9:00) Clarification of Issues

(9:00-9:10) Consensus on Question #1

(9:10-9:10) Break

(9:10-9:50) Question #2, Actions to Address Top Issues

(9:50-10:00) Clarification of Actions

(10:00-10:10) Consensus on Actions

(10:10-30) Question #3, Breakout to Refine Actions

(10:30-10:45) Report from Breakout Groups

(10:45-11:00) Wrap up

(11:00) Adjourn

HCC Strategic Planning Process

Goal: Develop a short-term action oriented plan for the Hailey Chamber of Commerce.

Method: The HCC Board will participate in a planning workshop to identify answers to the following questions:

Question #1

What are the internal strengths and weaknesses of the HCC, and what are the outside opportunities and threats to the HCC?

Question #2

What activities can be undertaken to address the top issues facing HCC?

Question #3

Using the worksheets provided, develop two or three detailed action plans to implement the top rated chamber activities?

Process

After receiving the results of the SWOT, the Facilitator will lead the group through a consensus-building process to rank ideas generated by the group. He will then organize the results of the workshop thematically and develop a draft report. This report will be reviewed by the Executive Committee, refined, and then distributed to the Board for review and approval.

It is recommended that the full SWOT be done every two or three years in January and that the activities and action plans be updated every year.

Ground Rules for Workshop

Participate – your ideas are important

Do not judge or criticize

Keep your statements short, no speeches

Look at internal strengths and weaknesses

Look at external opportunities and threats

Keep to the schedule

Hailey Chamber of Commerce Board of Directors Roles and Responsibilities 2014

Executive Committee and Officers: (see By-Laws)

1. President: Jane Drussel
2. Vice President: Dale Ewersen (Debra Hall)
3. Treasurer: Justin Larsen
4. Secretary: Joan Davies
5. Past President Advisor: Patrick Buchanan

Board Committee Chairs:

6. Membership Committee: Chair Jim Mason, Vice Chair Staci Thomas
 - a. Voice of business, membership growth and membership events
7. Ambassadors Committee: Chair Beth Crawford
 - a. manage volunteers and support events
8. Marketing Committee: Chair Staci Thomas, Vice Chair Patrick Buchanan
 - a. LOT contract (local) and ITC Grant (regional) with collaboration between SV Marketing Alliance and contractors
9. Visitor Services Committee: Chair Joan Davies
 - a. volunteer staffing and interpretive center collaboration, beautification
10. Summer Events Committee: Chair Lisa Patterson
 - a. Responsible for oversight of events from May through October
11. Winter Events Committee: Chair Tanya Olson, Vice Debra Hall
 - a. Responsible for oversight of events from November through April.
12. Business Development Committee: Chair Richard Stahl
 - a. Director Nominations, Sustain Blaine, WREP, FSVA, Air Service Board
13. Fundraising, Sponsorship and Research: Chair Chris Roebuck
 - a. Support sponsorship goals, generate new revenue
14. SVMA Committee: Chair Tanya Olson, Vice Chair Lisa Patterson
15. Governance and Planning: Chair Richard Stahl
16. Government and Community Affair: Chair Dale Ewersen

