

Strategic Plan

The Chamber – Hailey, the Wood River Valley

Prepared by
Richard Stahl

Adopted
May 31, 2017

2017 Strategic Plan The Chamber – Hailey, the Wood River Valley

The Chamber has undertaken the update of its Strategic Plan to guide activities over the coming two years. According to the Bylaws, the mission of The Chamber 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 April 26, 2017 at the Community Campus. Ten board members were present along with three staff and one committee chair. Board president Richard Stahl facilitated the meeting, which ran from 9 AM until 2 PM. Board members in attendance included the following: Sandi Viau, Todd Hunter, Patrick Buchanan, Vaelene Bryant, Richard Stahl, Chris Roebuck, Debra Hall, Carl Johnston and Jon Volyn. Staff included Jeff Bacon, Kristy Pallas and Julie Gates. Dale Ewerson, chair of the public policy committee, also attended.

Recent Accomplishments

The facilitator reviewed recent organizational accomplishments, using the 2014 Strategic Plan, 2016 Plan Update and Presidents 2016 and 2017 goals, concluding with a very positive set of accomplished goals. A full list of the accomplishments can be found in the appendix.

Activities from the 2014 Plan which have been implemented include: TV and Radio Commercials, Development of Budget Goals, Review of Dues Structure, Annual Meeting and Member Survey. Successful implementation activities from the 2016 Update include: Membership Survey, New Logo, Instagram, networking with the Small Business Administration and Small Business Development Center, and Small Business Saturday promotion.

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 The Chamber. After “brainstorming” the issues for over an hour, each member in attendance was given six votes to cast. Of the 56 issues listed by the group, 29 received at least one vote. The full list of issues may be found in the appendix. Following are the top issues as ranked by the group: The issues identified with an asterisk were identified as the top issues for the purpose of the next part of the planning process. They were grouped with similar issues, regardless of category.

Strengths		Weaknesses	
4	Teamwork (staff & board) *	5	Lack of Income *
2	Event Promotions	4	No Benefit (perception of) *
2	Board Diversity	4	Member Training
2	Social Media	4	Reach Hispanic Business
1	Relationships	3	Weak Shop Local *
1	Visibility	3	Member Participation
0	Community Support	2	Advocacy Weak
0	Positive Visitor Impression	2	Poor Business Support
0	Networking	1	Lack of Staff Time
Opportunities		Threats	
7	Hispanic Businesses *	6	Support for Current Members *
6	Welcome Center *	2	Economy
3	Youth Leadership *	1	Political Threat
2	Gift Shop at Welcome Center *	0	Amazon/Internet Businesses
2	Weekend Hours	0	Office Space/Lack of Money
2	We are Pro-Business	0	Competing Organizations
2	Clever Marketing Slogan *	0	Seasonality
2	Live Like a Local *		
1	Social Media		
1	Valley-wide Market		
1	Regional Partnerships		
1	Valley Non-profits *		

Analysis

Of the total number of issues raised by the group, 33 dealt with internal issues and 23 were external issues for a total of 56 issues. Thirty of these received at least one vote. The group developed 26 activities to address the top five issues. Of these, 21 received votes.

	Total Issues	Total Receiving Votes
Strengths	17	6
Weaknesses	16	9
Total Internal Issues	33	15
Opportunities	16	12
Threats	7	3
Total External Issues	23	15
Total Issues	56	30
Total Activities	26	21

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 six votes.

After reviewing the results of the SWOT and grouping issues, a few themes can be seen: business support, welcome center, outreach, youth and organizational support. Business Support issues included: support for current members, a perception that members receive little benefit from membership, lack of advocacy and weak promotion of ‘shop local.’ Welcome Center included: opportunities for reaching visitors through the welcome center, clever marketing slogan, and the welcome center gift shop. Outreach includes: the opportunity to serve more Hispanic businesses and the weakness of not having many Hispanic members. Youth includes: the opportunities to develop youth leadership within The Chamber, Live Like a Local, and valley non-profits. Organizational Support includes: teamwork, lack of income, and lack of staff time.

The group identified thirty-three implementation activities which are summarized in the following tables, each listed under the issue the activity is intended to address:

Business Support		Welcome Center	
8	New Member Checklist *	7	BAH at Welcome Center *
4	Visit 'Late Paying' Members *	4	Start Here' Campaign *
3	Small Business Week	3	More Merchandise
1	Change Procedure for Wake Ups and BAH	3	Hire Staff
0	Small Business Saturday	2	Volunteers on Saturday
0	One on One	1	Chamber Bucks
0	Seminars & Workshops	0	Ticket Sales at Welcome Center
		0	Reorganize Staff Hours
Youth			
2	Invite Youth Leaders to Events *		
6	Youth Leadership Program *		
	Youth Advisory Council / Business		
0	Leaders of Tomorrow (BLT)		
0	Support Job Fair		
0	Job Shadow		
0	Board Slot		

Outreach		Organizational Support	
7	Hispanic Outreach Committee *	7	Member Retention *
2	Partner with Idaho Hispanic Chamber	3	More Members *
1	Marketing Assistance	2	Raise Dues
0	Translate Membership Info	0	Contract for Services
0	Support Events	0	Tasks to Ambassadors
		0	Pacesetter Members
		0	Manage Events

Organization Goals

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

- 1. Substantially grow membership in The Chamber.**
- 2. Increase Chamber membership retention rates.**
- 3. Reach out to the Hispanic community, inviting businesses to join The Chamber.**
- 4. Develop outreach and leadership programs for youth.**
- 5. Promote the Hailey Welcome Center as the premier location for visitor information.**
- 6. Continue and strengthen support for Chamber members including programs which promote small business.**
- 7. Improve effective communication with Chamber members.**
- 8. Develop adequate financial resources to increase services to chamber members while maintaining existing services.**

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 two years. Implementation requires that activities 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.

Activity #	Activity	Committee
#1	Membership Checklist	Ambassadors
#2	Contact Late Payers (increase retention rate)	Board
#3	BAH at Welcome Center (increase visitors at the Center)	Marketing Committee
#4	Hispanic Outreach Committee	Ad hoc Committee
#5	Invite Youth to Chamber Events	Staff
#6	Youth Leadership Program	Executive Committee

#7	Grow Membership	Membership Committee
#8	'Start Here' Program (grow visitation at Welcome Center)	Staff
#9	Offer More Souvenir Merchandise at the Welcome Center	Staff
#10	Increase Chamber staffing	Executive/Fund Raising Committee

Action #1

Title of Action: Initiate contact with all Chamber members to inform them of the benefits of Chamber membership.

What critical issue is being addressed (from SWOT)? Support for current members, No benefit, member training, Poor Business Support

Develop an Action Statement: What is it exactly that you want to accomplish?

Review the Membership Benefits Checklist with every Chamber member to increase their satisfaction level.

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 checklist of Chamber Benefits.
2. Assign staff and board members to contact existing Chamber members.
3. Assign Ambassadors to contact new Chamber members.
4. Review the Membership Benefits Checklist with every member one-on-one.

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, Membership Committee

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

1. Develop a Member Benefits Checklist by April 2017.
2. Contact current members by September 2017.
3. Contact new members throughout the year (September 2017).

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

Greater utilization of Chamber benefits.

Action #2

Title of Action: Increase the membership retention rate for 2018 membership year.

What critical Issue is being addressed (from SWOT)? Lack of Income

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

Achieve a 90% membership renewal rate by March 31st each year.

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. Mail Chamber membership renewal invoices prior to October 1st each year.
2. Implement a discount for members who renew prior to December 31st.
3. Personally contact each member who has not renewed by March 31st.

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. Mail Chamber invoices by October 1st.
2. Implement a discount for members who renew prior to December 31st (75% renewal by Dec 31).
3. Personally contact each member who has not renewed by December 31st (March 31st).

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

75% renewal by December 31st; 90% renewal by March 31st.

Action #3

Title of Action: Increase visitation to the Welcome Center.

What critical Issue is being addressed (from SWOT)? Welcome Center, Gift Shop at Welcome Center

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

Produce a 50% increase in walk-in visitors at the Hailey Welcome Center.

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. Increase public awareness of the Hailey Welcome Center through a promotional raffle.
2. Hold a Business After Hours at the Welcome Center.
3. Develop promotional materials to be placed at the airport.
4. Implement a promotion campaign for the Welcome Center in cooperation with Friedman Memorial Airport.
5. Evaluate the feasibility of new signage providing directions to the Welcome Center.
6. Implement weekend and holiday hours during peak tourist times.

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, Visitor Service Committee

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

1. Increase public awareness of the Hailey Welcome Center through a promotional raffle (December 2017).
2. Hold a Business After Hours at the Welcome Center (December 2017)
3. Develop promotional materials to be placed at the airport (Summer 2017).
4. Implement a promotion campaign for the Welcome Center in cooperation with Friedman Memorial Airport (October 2017).
5. Evaluate the feasibility of new signage providing directions to the Welcome Center (November 2017).
6. Implement weekend and holiday hours during peak tourist times (Summer 2017).

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

Visitors at the Welcome Center

Action #4

Title of Action: Reach out to the Hispanic community, inviting businesses to join The Chamber.

What critical Issue is being addressed (from SWOT)? Reach Hispanic Businesses, Hispanic Businesses

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

Increase Chamber membership among minority owned (Hispanic) businesses.

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. Create an ad hoc outreach committee.
2. Track minority and women owned Chamber member businesses.
3. Develop events designed to attract Hispanic businesses.
4. Recruit 10 Hispanic-owned businesses as Chamber members.

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, Outreach Committee

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

1. Create an ad hoc outreach committee (June 1, 2017).
2. Track minority and women owned Chamber members (September 30, 2017).
3. Develop events designed to attract Hispanic businesses (September 30, 2017).
4. Recruit 10 new Hispanic-owned businesses as Chamber members (March 31, 2018).

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

The number of new minority owned (Hispanic) business members.

Action #5

Title of Action: Develop an outreach program for youth.

What critical Issue is being addressed (from SWOT)? Youth Leadership, Live Like a Local

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

Involve at least six high school or college age youth in Chamber events (WAH, BAH, Leadership Luncheons).

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. Contact school administrators and teachers to identify student leaders.
2. Identify Chamber sponsors for student leaders.
3. Invite identified students to Chamber events/meetings.

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?
Staff

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

1. Contact school administrators and teachers to identify student leaders (September 2017).
2. Identify Chamber sponsors for student leaders (September 2017).
3. Invite identified students to Chamber events/meetings (September 2017).

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

Involvement of six students at Chamber events.

Action #6

Title of Action: Investigate development of a youth leadership program

What critical Issue is being addressed (from SWOT)? Youth Leadership, Live Like a local

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

Evaluate the feasibility of a 'youth leadership program' sponsored by 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.

1. Investigate current youth leadership programs in the Wood River Valley.
2. Interview adult and youth leaders.
3. Identify opportunities for Chamber involvement or support.
4. Write a brief feasibility report detailing the result of the investigation.

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. Investigate current youth leadership programs in the Wood River Valley (summer 2017).
2. Interview adult and youth leaders (August/September 2017).
3. Identify opportunities for Chamber involvement or support (September 2017).
4. Write a brief feasibility report detailing the result of the investigation (September 2017).

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

Identification of the feasibility of creating a Chamber youth leadership program in a written report.

Action #7

Title of Action: Grow Chamber membership.

What critical Issue is being addressed (from SWOT)? Lack of Income

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

Grow membership in The Chamber to 500 by December 2019.

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. Continue providing staff a financial incentive for meeting the membership goal.
2. Increase member retention rate to 90%.
3. Continue to conduct an annual membership drive.
4. Provide an incentive to current members for membership recruitment.
5. Add 15 new pacesetter members each year.

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. Continue providing staff a financial incentive for meeting the membership goal (on-going).
2. Increase member retention rate to 98% (December 2018).
3. Continue to conduct an annual membership drive (October 2017).
4. Provide an incentive to current members for membership recruitment (September 2017).
5. Add 15 new pacesetter members each year (December 2017).

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

Achieving the goal of 500 Chamber members by December 2019.

Action #8

Title of Action: Implement the 'Start Here' Program to draw visitors to the Hailey Welcome Center.

What critical issue is being addressed (from SWOT)? Welcome Center, Gift Shop at Welcome Center

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

Market the Hailey Welcome Center as the best place to start a visit to the Wood River Valley.

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. Implement a promotion campaign for the Welcome Center in cooperation with Friedman Memorial Airport.
2. Develop promotional materials/campaign to be placed at the airport.
3. Develop a social media campaign to promote the Welcome Center.

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?
Welcome Center Committee

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

1. Implement a promotion campaign for the Welcome Center in cooperation with Friedman Memorial Airport (January 2018).
2. Develop promotional materials to be placed at the airport (January 2018).
3. Develop a social media campaign to promote the Welcome Center (January 2018).

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

Increase of walk-in visitors at the Welcome Center.

Action #9

Title of Action: Offer More Souvenir Merchandise at the Welcome Center

What critical Issue is being addressed (from SWOT)? Welcome Center, Gift Shop at the Welcome Center

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

Offer more souvenir merchandise at the Welcome Center to improve the visitor experience and to raise money.

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. Create a retail member spotlight at the Welcome Center
2. Budget 'seed funds' to purchase items for sale.
3. Research popular items at similar welcome centers to determine merchandise.
4. Reorganize space at the Welcome Center to balance visitor information, historic interpretation, and sales.

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?
Welcome Center Committee

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

1. Create a retail member spotlight at the Welcome Center (July 2017).
2. Budget 'seed funds' to purchase items for sale (October 2017).
3. Research popular items at similar welcome centers to determine merchandise (October 2017).
4. Reorganize space at the Welcome Center to balance visitor information, historic interpretation, and sales (January 2018).

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

Merchandise sales of \$5,000 per year.

Action #10

Title of Action: Increase Chamber staff.

What critical Issue is being addressed (from SWOT)? Lack of Income, Lack of Staff Time, Teamwork

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

Increase Chamber revenue by approximately \$40,000 to expand staff to three full-time equivalent staff.

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. Meet the identified membership goal of 500 members.
2. Continue to grow Chamber support through contracts for service (ITC, LOT etc.)
3. Increase revenue through sales, events and 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. Meet the identified membership goal of 500 members (December 2019).
2. Continue to grow Chamber support through contracts for service (ITC, LOT etc.) (August 2018).
3. Increase revenue through sales, events and fund raising (September 2018).

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

Revenue increase of \$40,000.

AGENDA

**The Chamber – Hailey, the Wood River Valley
Board Retreat
April 26, 2017
9:00 AM– 2:00 PM**

- (9:00-9:05) Introduction – Richard Stahl, President
- (9:05-9:15) Review Strategic Planning Process – Richard Stahl, Facilitator
- (9:15-9:30) Getting to know you? – Group Exercise
- (9:30-10:00) Board Meeting
- (10:00- 10:45 Question #1
- (10:45-11:30) Question #2
- (11:30 – 12:15) Lunch Break
- (12:15 – 1:00) Question #3
- (1:00 – 1:45) Question #4
- (1:45 – 2:15) Wrap-up
- (2:30) 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 strengths and weaknesses of The Chamber? What are the opportunities and threats facing The Chamber?

Question #2

What is your vision for The Chamber- Hailey, the Wood River Valley?

Question #3

What actions or activities should The Chamber undertake to address the top ranked issues from Question #1?

Question #4

Break-out session to refine actions developed in Question #3.

Process

After receiving the results of each question, 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 and that the activities and action plans be updated every year.

Our Current Goals

According to our bylaws, “The Hailey Chamber of Commerce is a voluntary organization of individuals and businesses who have joined together to advance the commercial, financial, industrial, civic and social interest of the Hailey area. It is an organization dedicated to improving the quality of life for all citizens in the area. The Chamber of Commerce believes that these objectives can best be achieved through the private enterprise system with free competition.”

2014 Strategic Plan 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.

Ground Rules for Workshop

Participate – your ideas are important

Do not judge or criticize

Keep your statements short, no speeches

Keep to the schedule

The Chamber Board of Directors Roles and Responsibilities 2017

Executive Committee and Officers: (see By-Laws)

1. President: Richard Stahl
2. Vice President: Jon Volyn
3. Treasurer: Sandi Viau
4. Secretary: Stacey Doby
5. Past President Advisor: Debra Hall

Board Committee Chairs:

6. Membership Committee: Chair, Mike McKenna
 - a. Voice of business, membership growth and membership events
7. Ambassadors Committee: Chair, Kimberly Shurtleff
 - a. manage volunteers and support events
8. Marketing Committee: Chair, Chris Roebuck
 - 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. Events Committee: Chair Sandi Viau
 - a. Responsible for oversight of events
11. Business Development Committee: Chair Patrick Buchanan
 - a. Liaison with SVED, Air Service Board
12. Fundraising, Sponsorship and Research: Chair Richard Stahl
 - a. Support sponsorship goals, generate new revenue
13. Restaurant Committee: Chair, Hannah McNeas
14. Retail Committee: Chair, Lisa Patterson
15. Planning and Bylaws: Chair Jon Volyn
16. Government and Community Affairs: Chair Dale Ewersen

Progress in Implementing Strategic Goals 2014 Strategic Plan

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

2016 Plan Update

	Improve Chamber Image	Status
Votes	Action	
16	New Logo	Completed
14	Regional Image	Under way
	Promote Business Services	
9	Survey Members More	Completed
8	Add Instagram to Chamber Social Media	Completed
8	Connect with Business Resources (e.g. SBDC & SBA)	Completed
7	Promote small business Saturday	Completed
6	New Logo & Branding	Completed
	Build Internal Capacity	
14	Provide incentives to Ambassadors	Pending
13	Involve members other than Board	Completed
8	Active Committees	Under way
7	Recruit more members	Under way

Complete Results of SWOT Exercise April 26, 2017

Strengths		Weaknesses	
4	Teamwork (staff & board) *	5	Lack of Income *
2	Event Promotions	4	No Benefit *
2	Board Diversity	4	Member Training
2	Social Media	4	Reach Hispanic Business *
1	Relationships	3	Weak Shop Local *
1	Visibility	3	Member Participation
0	Community Support	2	Advocacy Weak *
0	Positive Visitor Impression	2	Poor Business Support *
0	Networking	1	Lack of Staff Time *
0	Community Involvement	0	Fund Raising
0	Resource for Business Community	0	Buy-in Needed
			Incremental Increase in LOT &
0	Humor	0	ITC
0	Growth	0	Board Training
0	Staff	0	Slow to Change
0	Communication	0	Poor Records
	Sharing information with other		
0	organizations	0	Staff Turnover
0	Momentum		
Opportunities		Threats	
7	Hispanic Businesses *	6	Support for Current Members *
6	Welcome Center *	2	Economy
3	Youth Leadership *	1	Political Threat
2	Gift Shop at Welcome Center *	0	Amazon/Internet Businesses
2	Weekend Hours *	0	Office Space/Lack of Money
2	We are Pro-Business *	0	Competing Organizations
2	Clever Marketing Slogan *	0	Seasonality
2	Live Like a Local *		
1	Social Media		
1	Valley-wide Market		
1	Regional Partnerships		
1	Valley Non-profits		
0	Networking		
0	Linked-in		
0	Marketing "Chamber"		
0	Youth Connection		

Implementation Activities

Business Support		Welcome Center	
8	New Member Checklist	7	BAH at Welcome Center
4	Visit 'Late Paying' Members	4	'Start Here' Campaign
3	Small Business Week	3	More Merchandise
1	Change Procedure for Wake Ups and BAH	3	Hire Staff
0	Small Business Saturday	2	Volunteers on Saturday
0	One on One	1	Chamber Bucks
0	Seminars & Workshops	0	Ticket Sales at Welcome Center
		0	Reorganize Staff Hours
Youth			
2	Invite Youth Leaders to Events		
6	Youth Leadership Program		
	Youth Advisory Council / Business		
0	Leaders of Tomorrow (BLT)		
0	Support Job Fair		
0	Job Shadow		
0	Board Slot		
Outreach		Organizational Support	
7	Outreach Committee	7	Member Retention
2	Partner with Idaho Hispanic Chamber	3	More Members
1	Marketing Assistance	2	Raise Dues
0	Translate Membership Info	0	Contract for Services
0	Support Events	0	Tasks to Ambassadors
		0	Pacesetter Members
		0	Manage Events