



*“Catalyst for a Vibrant Sustainable Economy”*

## **Business Plan 2013**

The Greater Spokane Valley Chamber of Commerce is a member-driven and professionally staffed nonprofit association of business people committed to improving the economic climate and the quality of life in the Spokane Valley and surrounding region. The Greater Spokane Valley Chamber of Commerce was organized on May 25, 1921 in Greenacres by a group of business leaders who saw the need for an organization to represent business interests and to coordinate community events in the Spokane Valley. The Chamber incorporated as an IRC 501(c)(6) business league. It serves businesses and organizations as members in the cities of Spokane Valley, Millwood and Liberty Lake and communities in eastern Spokane County. Membership is not limited to the geographic area of the Spokane Valley and is recommended for any business or organization that desires a business presence in the Spokane Valley. Membership is open to any business, nonprofit organization or retired individual.

**Vision:** The Greater Spokane Valley Chamber of Commerce will be the unifying business force dedicated to community vitality and economic prosperity.

**Mission Statement:** We are an organization of business members committed to fostering relationships between members and the community. We serve the interest of our members by acting as a catalyst for a vibrant sustainable economy.

- We value:**
- 1) Ethical business practices
  - 2) Community volunteers in leadership roles
  - 3) Clear communication
  - 4) Respectful cooperation and collaboration
  - 5) A broad spectrum of industries
  - 6) Active committee involvement
  - 7) Fostering and mentoring new community leaders
  - 8) Membership participation

**Guiding Motto:** “We are in business to help you do business.”

### **Three Year Plan Strategies (2012 – 2014)**

- #1 Financial Sustainability** — Align goals and budget to advance the mission of the Chamber.
- #2 Resourcing the Chamber** — Provide adequate resources to meet the needs of the organization and its services to members.
- #3 Marketing** — Increase promotion of the Chamber services to reach greater numbers of businesses to increase economic vitality.
- #4 Membership** — Grow and retain membership through meaningful activities and results driven efforts.
- #5 Developing Business** — Increase efforts to expand existing businesses and grow new business through training, information and incubation opportunities.
- #6 Positive Business Climate** — Launch new efforts to improve and enhance the business climate through volunteer action, business promotion, and developing effective business alliances.

## **Goals and Action Plans for 2013 - Highlights of 2013 Strategies**

1. Financial Sustainability – align goals and budget to advance the mission of the Chamber.
  - A. Add two to three more Sustaining Investors at \$10,000 each and look for long term commitments
  - B. Use asset account to reduce old accounts payable
  - C. Set priorities for allocation of revenue:
    - 1) Payroll
    - i. 2) Rent and facilities operating expenses,
    - ii. 3) Pay bills and reduce debt,
    - iii. 4) Growth – new revenue programs and marketing
  - D. Evaluate dues with potential for increase and restructuring of dues levels
  - E. Increase revenues from programs and events
  - F. Secure wine and beer license to create revenue from Chamber after hours events.
  - G. Continue to build on successful revenue events such as the Gala and the Golf Tournament
2. Resourcing the Chamber – Provide adequate resources to meet the needs of the organization and its services to members.
  - A. Recruit Sustaining Investors.
  - B. Continue to look for partnering organizations and projects; e.g., expanded incubation services in Liberty Lake and NxLevel® Entrepreneur Training in Hillyard
  - C. Create a Technology Taskforce to develop a 5 year plan for equipment replacement
  - D. Continue efforts to rent remaining 2 incubator offices and set rental fees for non-member use of conference room
  - E. Create a standing Marketing Internship on stipend (\$500/qtr.) for website and social media updates and acquire an MIS intern to implement new event management program which was developed Spring 2012
  - F. Create new Programs Committee to develop new revenue generating programs.
3. Marketing - Increase promotion of Chamber services to reach greater numbers of businesses to increase economic vitality.
  - A. Determine adequate funds needed to promote Chamber events and programs proposed by the Programs Committee, establish proposed programs budgets and oversee marketing campaigns with the objective of increasing attendance by 10 to 15%.
  - B. Improve promotion of sponsors
  - C. Continue branding the Chamber as the business “relationship building” organization in the area by using market research including market demographics, data to be kept up to date by a marketing intern.
  - D. Review and improve sales materials for consistency of message and quality.
  - E. Write an event marketing plan with timelines and media needed for event. Use market research and event registration system to analyze effectiveness of marketing and to continue to determine what target markets are attending.
  - F. Expand marketing potential of email, website and social media.
4. Membership – Grow and retain membership through meaningful activities and results driven efforts.
  - A. Increase membership to 900 at year end 2013.
  - B. Continue Board referrals with 100% participation of Board members in 2013
  - C. Create a card campaign to identify members doing business locally and develop a tracking system
  - D. Encourage the use of “proud member” Chamber logo.
  - E. Recognize new and renewing members with certificate frames, potential cost \$1,000 for 200 frames
  - F. Revitalize the Ambassadors program and elevate it to a new level of identity.
  - G. Define retention strategy and in the process collect testimonials and add exit surveys to address member needs , expectations and interests.
  - H. Continue personalized “welcome” cards.

5. Developing Business – increase efforts to expand existing businesses and grow new business through training, information and incubation opportunities.

- A. Consider promoting the incubator on Craig's List
- B. Evaluate costs and consider a breakfast exhibitor table for tenants.
- C. Recruit to increase class size for NxLevel to 15 per class with total enrollment of 45, then raise to 50 in 2014. Consider taking the class off site to other locations.
- D. Promote resource center by having events at the Chamber office.
- E. Improve website to enhance online connection to other businesses.
- F. Conduct 2013 Business Trade Show with a subtitle that is more inviting to non-technical businesses.
- G. Create a business fair opportunity with Valleyfest.
- H. Enhance online connection to business resources by developing a Social Media plan and implementing it

6. Positive Business Climate – launch new efforts to improve and enhance the business climate through volunteer action, business promotion and developing effective business alliances.

- A. Government Action Committee needs to continue to evolve from a program orientation to an “action” model to identify current relevant issues and then invite government officials to meet to hear local needs.
- B. Increase community involvement to plan events to include other segments of the community, such as residents, civic groups and other stakeholders to engage in constructive dialog which results in broad based support for community and business improvement.
- C. Sponsor and offer community leadership training to involve other stake holders and members of the community.
- D. Create a taskforce to develop a pilot project for an enhancement of a business neighborhood or district in the City of Spokane Valley and in the process utilize university resources in urban planning.

## Financial Information

Fiscal Year: The Greater Spokane Valley Chamber of Commerce operates on a calendar year ending December 31, 2013.

Annual Budget	Revenue: Administrative Budget – Dues and Direct Income	\$465,700
	Non-dues Projects and Events Budget	<u>261,810</u>
	Total Revenue	\$727,510
	Expenses: Administrative Budget – Operating Expenses	\$548,585
	Non-dues Projects and Events Budget	<u>153,440</u>
	Total Expenses	\$702,025

### Board of Directors:

*\*Executive Committee/Officers*

*Chairperson of the Board	John Guarisco, <i>MDI Marketing</i>
*Past Chairman of the Board	Nancy Holmes, <i>Avista</i>
*Chairman Elect	Barry Baker, <i>Baker Construction</i>
*President & CEO	Eldonna Shaw, <i>Greater Spokane Valley Chamber of Commerce</i>
*Treasurer	Diana Wilhite, <i>Safeguard NW Business Printing &amp; Promotional Products</i>
*Secretary	Josh Johnson, <i>Peridot Publishing, The Splash</i>
*Vice Chair	Dennis Barts, <i>Valley Hospital</i>
*Vice Chair	Mike Baker, <i>Modern Electric Water, Co.</i>
*Member at Large	Max Johnston, <i>AIR CONTROL Heating &amp; Air Conditioning</i>

Directors:

Joe Frank, *Greenstone*  
Karla Kaley, *KPS Management*  
Andy Rooney, *Mirabeau Park Hotel*  
Brian Singer, *Lydig Construction*  
Brian Holecek, *Graham Construction*

John Bogensberger, *Signs for Success*  
Chris Ballard, *Pacific Print & Fulfillment*  
Steve Florance, *Inland NW Insurance*  
Chris Clark, *Clark's Tire & Automotive*  
Jim Dailey, *Rosauers Supermarkets, Inc.*  
Mike Dalessi, *Presentation Solutions*  
Sheri Dickinson, *Mountain West Bank*  
Kenneth Plank, *Numerica Credit Union*  
Julie Van Wormer, *ALSC Architects*  
Jason Whiteley, *Witherspoon-Kelley*

**Ex-Officio (Non Voting) Members of the Board of Directors**

Ken Briggs, Executive Director, *Spokane Valley Partners*  
Shawn Mayo, *USAF – Fairchild AFB*  
Steve Peterson, Mayor, *City of Liberty Lake*  
Arne Woodard, Councilman, *City of Spokane Valley*  
Daniel Mork, Mayor, *City of Millwood*  
Dr. Philip J. Rudy, DDS, President, *Spokane Valley Business Association*  
Chris Cargill, Eastern WA Director, *Washington Policy Center*  
Cheryl Kilday, President & CEO, *Spokane Regional CVB*  
Daniel Valencia, President, *Inland Northwest Latino Chamber of Commerce*  
Viktoriya Reed, *International Trade Alliance*  
Mark Richard, *Spokane County*

**Executive Officer/Staff:**

M. Eldonna Shaw CCE, MA, IOM, CEBS  
*President & Chief Executive Officer*  
Sue Rusnak  
*Office Manager*  
Anita Cramer  
*Executive Assistant, Part-time*  
Jean Floyd  
*Accountant, Part-time*  
Phil Kiver  
*Member Services Representative*  
Marcy Thomas  
*Member Services Representative*

**Contract Support:**

NxLeveL® Entrepreneur Training	Barbara Olson, <i>Barbara Olson Consulting</i>
Web Design:	Mary Patterson, <i>MDI Marketing</i>
Web Support/Photography:	Gary Roberto, <i>Gary Roberto Photography</i>
IT Support:	Kevin Daymont, <i>Infusion IT</i>
General Counsel:	Ryan McNeice, Atty., <i>McNeice Wheeler Law Firm PLLC</i>
Annual Review and Tax Preparation	Evelyn Cena, CPA, <i>Parker, Moorers and Cena, PLLC</i>

**Addresses:** Valley Chamber Business Center at Liberty Lake  
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Adopted: Strategies and Budget - December 11, 2012 by the Board of Directors  
Committee Structure - January 30, 2013 by the Board of Directors