

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

# **Marshall Area Chamber of Commerce**

## **2012-2014 Strategic Plan**

**Strategic Planning Team:**

Monica Anderson	Colleen Koppenhaver
Jason Bomia	Terralynn Lake
Annette Campau	Nick Metzger
Matt Davis	Mark O'Connell
Karen Hagerty	Hans Schuler

**DESC Consultants:**

Jerry Breuer  
Don Barber  
Jim Suhay

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**Mission, Visions, Core Values**

**Mission Statement**

The mission of the Marshall Area Chamber of Commerce is to promote, serve and collaborate with our members and the community to foster a sustainable, prosperous business environment which cultivates a high quality of life and economic success.

**Our Vision**

The Marshall Area is recognized as the premier destination for business, tourism and quality living.

**Three Year Vision**

***By 2013 we plan to accomplish the following:***

- Foster value, energy, excitement and growth in our membership.
- Engage community organizations in collaboration.
- Greatly enhance Marshall as a tourist and business destination.
- Strengthen the Chamber's long-term financial viability.

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**Core Values**

- **Leadership:** We take a leading role identifying and solving community and business issues.
- **Collaboration:** We work together internally and externally to accomplish common goals.
- **Value:** We provide high quality programs and services for the benefit of our members and community.
- **Communication:** We provide valuable, timely, relevant, and accurate information to our stakeholders, in a professional manner.
- **Customer Service:** We strive to provide exceptional customer service. Everyone is our customer.
- **Diversity:** We embrace inclusiveness and diversity.

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**Strategic Goals and Objectives**

- I. **Governance**: Have an active, efficient and effective governing body.
  - A. Determine and implement most effective governance structure, composition and size.
  - B. Determine and implement an effective process for Board recruitment, engagement evaluation, and leadership. \*
  - C. Investigate obtaining accreditation with the U.S. Chamber of Commerce
    - \* Consider longer terms for chair and chair-elect
  
- II. **Staff and Volunteers**: Have an efficient staff and volunteer group.
  - A. Determine most effective staff structure, composition and size.
  - B. Identify Chamber's volunteer needs and develop/implement an effective recruitment and training plan.
  
- III. **Membership**: Foster value, energy and excitement to expand and retain engaged membership.
  - A. Determine member markets and needs.
  - B. Evaluate and refine member benefits that meet the needs of our diverse membership.
  - C. Evaluate and define membership fee structure.
  - D. Develop and implement a membership growth and retention plan.
  
- IV. **Programs/Services/Value**: Focus on fresh, dynamic, relevant programs and services that meet the changing needs of, and provide value to, prospective members, community and volunteers.
  - A. Determine stakeholders & their needs.
  - B. Identify & develop programs and services that provide value to the stakeholders.
  - C. Develop a new chamber visitation program for board and staff to take advantage of other chambers' knowledge.

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**Strategic Goals and Objectives (cont.)**

- V. Communication/Marketing/PR:** Ensure effective marketing & public relations to internal and external stakeholders regarding the value of the Chamber and its mission.
- A. Develop a marketing plan for the chamber including identification of stakeholders and new ways to publicize the chamber.
  - B. Ensure technical, human and financial resources are available to implement the plan.
  - C. Develop a program to read the pulse of the community.
- VI. Financial:** Prepare and implement a plan for long-term financial viability and growth. Identify longer term (3-5 year) financial needs that support strategic goals.
- A. Evaluate present operations for cost efficiencies.
  - B. Identify and evaluate new and expanded funding sources.
  - C. Develop a 3-5 year financial plan that meets Chamber needs and is financially viable.
  - D. Preserve current funding sources.
- VII. Collaboration:** Enhance and expand the Chamber's collaboration with other local and regional organizations, businesses, and individuals.
- A. Chamber will serve as the coordinator & facilitator for providing information on activities and programs related to area community development.
  - B. Identify and develop collaborative opportunities with other key stakeholders.

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**Implementation Process**

1. Post Mission, Visions and Core Values in strategic places: website, office entrance; Boardroom, etc.
2. Appoint a Goal Champion for each Strategic Goal, who will be responsible for implementation of the Strategic Objectives and Actions under each Goal. Each Strategic Goal Champion will form his/her committee/team to implement action plans and will meet as required. Once a month meetings are recommended for the committee. Goal Chairs are encouraged to meet after the scheduled Board of Directors meetings.
3. Assign overall responsibility for implementing the Strategic Plan to the Executive Committee. Status of Strategic Plan implementation and Key Metrics should be reviewed at least bi-monthly.

Note: This is a “living” plan, so changes in actions, timing, etc as necessary are a normal part of the implementation process and are to be expected.

4. Review implementation status and Key Metrics with the Board at least quarterly.
5. Develop a visual aid to track progress (e.g., Key Metrics); post in a visible location.
6. Review a revised Plan with the Board annually by January of each year to identify any necessary changes to the Plan focusing on detailed changes to the coming year. Drop the year of actual and add the 3<sup>rd</sup> year to maintain the 3-year planning horizon.

Process Suggestions from January 2012 Offsite:

- Hold monthly meetings chaired by Committee Chair and Goal Champions as well as develop a 6 month meeting schedule.
- Document meeting outcomes with brief minutes utilizing the Strategic Plan minutes form.
- Communicate and coordinate with other committees.
- Reach out to Ambassadors and interested community members to serve on committees.
- Establish due dates and track progress

**Marshall Area Chamber of Commerce  
2012 – 2014 Strategic Plan**

**Key Metrics/Dashboard—Fiscal Year**

	<u>2011 Actual</u>	<u>2012 YTD Actual</u>	<u>2012 Target</u>	<u>2012 B/(W) Target</u>	<u>R/Y/G a/</u>	<u>2013 Target</u>	<u>2014 Target</u>	<u>Comments</u>
1. Financials a. Revenues b. Expenses c. Surplus/(deficit) d. Reserves  Memo: Non-dues income						+20%		
2. Members a. Current b. New c. Total						400		
3. Volunteers a. Number b. Hours								
4. Member Satisfaction b/								
5. Communication statistics (e.g., website hits, phone calls answered, walk-in tourists) b/								
6. Program attendance b/								
7. Number of active partnerships								
8. Other b/								

a/ Red = Off target    Yellow = Cautionary    Green = On target

b/ Requires more discussion/definition

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**Strategic Objectives and Action Plans**

<b>I. <u>Key Issue: Governance</u></b>					
<b>Strategic Goal</b> -- Have an active, efficient and effective governing body.					
Goal Champion: Board Chair, Matt Davis      Scott White, Goal Chairperson					
<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
<b>A. Determine and implement the most effective governance structure, both in composition and size</b>	Governance Committee				
1. Identify committee to perform the analysis.	Board Chair Chamber President	2Q 11	2Q 11	Committee chair identified and members recruited.	Complete
2. Review current bylaws, articles of incorporation and organization structure. Research other Chambers' structure.	Governance Committee	2Q 11	3Q 11	Document summarizing the analysis	Largely Complete. Need to document results.
3. Define the roles, functions and responsibilities of the Board.	Governance Committee	1Q 12	2Q12	Document defining the roles, functions and responsibilities of the Board	
4. Recommend proposed changes in Board structure and composition, including defined committee meeting schedules.	Governance Committee	4Q 11	1Q 12	Written recommendation for approval	Complete
5. Obtain Board/Executive Committee approval (as appropriate).	Board/Executive Committee	1Q 12	1Q 12	Approval	
6. Implement a plan and monitor.	Governance Committee	3Q12	4Q12	Written implementation plan and regular reports to the board.	
<b>B. Determine and implement an effective process for Board recruitment, engagement, evaluation and leadership</b>	Governance Committee				
1. Review current processes and Board-related materials.	Governance Committee	1Q 12	2Q 12	Document summarizing the analysis	
2. Research other Chambers' processes and Board-related materials	Governance Committee	1Q 12	2Q 12	Document summarizing the analysis	



**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

<b>I. <u>Key Issue: Governance</u></b>					
<b>Strategic Goal</b> -- Have an active, efficient and effective governing body.					
Goal Champion: Board Chair, Matt Davis      Scott White, Goal Chairperson					
<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
3. Board Evaluation	Governance Committee	3Q12	3Q12	Document summarizing the evaluation	
4. Recommend improvements to include Board recruitment, engagement, evaluation and leadership	Governance Committee	3Q 12	4Q12	Written recommendation for Board approval	
5. Obtain Board/Executive Committee approval (as appropriate)	Board/Executive Committee	4Q 12	4Q 12	Approval	
6. Implement a plan and monitor.	Governance Committee	4Q 12	4Q 12	Written implementation plan and regular reports to the board.	
<b>C. Investigate obtaining accreditation with the U.S. Chamber of Commerce</b>					
1. Research accreditation	Governance Committee	1Q13	2Q13	Document summarizing the research	
2. Make a recommendation to the Board/Executive Committee	Governance Committee	1Q13	2Q13	Written recommendation for Board approval	
3. Obtain Board/Executive Committee approval (as appropriate)	Governance Committee	1Q13	2Q13	Approval	
4. Implement a plan and monitor	Governance Committee	3Q13	2Q14	Written implementation plan and regular reports to the board.	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

<b>II. Key Issue: Staff and Volunteers</b>					
<b>Strategic Goal</b> -- Have efficient staff and volunteer groups					
Goal Champion: Chamber President, Monica Anderson      Terralynn Lake, Goal Chairperson					
<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
<b>A. Determine the most effective staff structure, both in composition and size</b>	Chamber President				
1. Utilize Executive Committee to evaluate staff structure	Chamber President	3Q 11	1Q 12	Document summarizing the analysis	To review at March Executive Board meeting.
2. Review current staff assets and needs	Chamber President-Executive Committee	3Q 11	1Q 12	Document listing current assets	In Process
3. Review other Chambers' structures	Chamber President-Executive Committee	2Q12	3Q12	Document summarizing other Chamber structures	In Process
4. Prepare recommended structure	Staff	3Q12	3Q12	Written recommendation for Board approval	
5. Obtain Board/Executive Committee approval (as appropriate)	Board/Executive Committee	3Q12	3Q12	Approval	
6. Implement any staffing changes	Chamber President	4Q12	4Q12	Staff modifications in place	
<b>B. Identify Chamber's volunteer needs and develop/implement an effective recruitment and training plan</b>	Chamber President				
1. Utilize the Executive Committee to review current volunteer assets	Chamber President	1Q 12	2Q 12	Document listing current volunteer assets	In Process
2. Review all programs/services/events to assess volunteer needs.	Chamber President-Executive Committee	2Q12	3Q12	Document summarizing the analysis	In Process
3. Formulate volunteer plan for recruitment, training and retention	Chamber President-Executive Committee	3Q12	4Q12	Written volunteer, recruitment, training	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**II. Key Issue: Staff and Volunteers**

**Strategic Goal** -- Have efficient staff and volunteer groups

Goal Champion: Chamber President, Monica Anderson      Terralynn Lake, Goal Chairperson

Strategic Objective & Action Plan	Responsibility	Start	End	Measurement	Status
4. Formulate strategic Ambassador recruitment plan.	Chamber President- Executive Committee	3Q12	4Q12	and retention plan Written Ambassador retention plan	
5. Prepare recommended volunteer plan	Staff	3Q12	4Q12	Written recommendation for Board approval	
6. Obtain Board/Executive Committee approval (as appropriate)	Board/Executive Committee	3Q 12	4Q12	Approval	
7. Implement new volunteer plan	Staff	4Q12	On Going	Volunteers are recruited, trained and retained	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

<b>III. Key Issue: Membership</b>					
<b>Strategic Goal</b> -- Foster value, energy and excitement to expand and retain engaged membership.					
Goal Champion: Vic Potter      Velvet Smith, Goal Chairperson					
<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
<b>A. Determine market reach and member (including potential members) needs</b>	Membership Committee				
1. Establish a committee to determine reach and needs.	Goal Champion	1Q12	2Q12	Committee chair identified and members recruited.	Chair confirmed. Committee members needed.
2. Survey Membership through electronic, written and/or personal contact	Membership Committee	1Q12	2Q12	Document summarizing survey	
3. Analyze market reach and define markets.	Membership Committee	1Q12	2Q12	Document defined markets	In Process
4. Define the needs of each defined market.	Membership Committee	1Q12	2Q12	Document each market's needs.	In Process
5. Prepare recommendation on member needs	Membership Committee	3Q12	3Q12	Written recommendation for Board approval	
6. Obtain Board/Executive Committee approval (as appropriate).	Board/Executive Committee	4Q12	4Q12	Approval	
<b>B. Evaluate and refine member benefits that meet the needs of our diverse membership</b>	Membership Committee				
1. Review current benefits and analyze their effectiveness related to the markets defined in Strategic Objective A	Membership Committee	1Q 12	3Q 12	Document summarizing the analysis	
2. Research other possible benefits that could be offered to meet the needs of the markets in conjunction with PSV Committee	Membership Committee	1Q 12	3Q 12	Document summarizing the analysis	
3. Recommend a benefit "package" to be offered by the Chamber in conjunction with	Membership Committee	4Q 12	4Q 12	Written recommendation	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

<b>III. <u>Key Issue: Membership</u></b>					
<b>Strategic Goal</b> -- Foster value, energy and excitement to expand and retain engaged membership.					
Goal Champion: Vic Potter      Velvet Smith, Goal Chairperson					
<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
PSV Commitee				for approval	
4. Obtain Board/Executive Committee approval (as appropriate).	Board/Executive Committee	1Q 13	1Q 13	Approval	
5. Implement a plan and monitor	Membership Committee	1Q 13	2Q 13	Written plan and regular reports to the Board/Executive Committee	
<b>C. Evaluate and define membership fee structure</b>	Membership Committee				
1. Review existing fee structure and analyze its effectiveness (include an analysis of likely acceptance issues by those affected) in conjunction with the Finance Committee.	Membership Committee	1Q13	1Q13	Document summarizing the analysis.	
2. Define possible alternative fee structures that meet the monetary requirements from fees.	Membership Committee	2Q13	3Q13	Document specifying possible alternative fee structures	
3. Recommend a fee structure to be used by the Chamber.	Membership Committee	4Q13	4Q13	Written recommendation	
4. Obtain Board/Executive Committee approval (as appropriate).	Board/Executive Committee	4Q13	4Q13	Approval	
5. Implement a plan and monitor	Membership Committee/BOD	4Q13	1Q14	Written implementation plan and regular reports to the Board/Executive Committee	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**III. Key Issue: Membership**

**Strategic Goal** -- Foster value, energy and excitement to expand and retain engaged membership.

Goal Champion: Vic Potter      Velvet Smith, Goal Chairperson

<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
<b>D. Develop and implement a membership growth and retention plan</b>	Membership Committee				
1. Evaluate and prioritize potential growth sectors (refer to A above).	Membership Committee	1Q13	1Q13	Documented list of opportunities	
2. Develop membership sales plan for each sector	Membership Committee	2Q13	3Q13	Document summarizing the plan	
3. Analyze requirements/perceptions required to maintain retention.	Membership Committee	2Q13	3Q13	Documented list of requirements	
4. Develop a membership retention plan	Membership Committee	3Q13	4Q13	Written implementation plan	
5. Recommend a growth and retention plan to be used by the Chamber.	Membership Committee	4Q13	4Q13	Written recommendation	
6. Obtain Board/Executive Committee approval (as appropriate).	Board/Executive Committee	4Q13	4Q13	Approval	
7. Implement a plan and monitor	Membership Committee	1Q14	2Q14	Written implementation plan and regular reports to the Board/Executive Committee	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**IV. Key Issue: Programs/Services/Value**

**Strategic Goal** -- Focus on fresh, dynamic, relevant programs and services that meet the changing needs of, and provide value to, prospective members, community and volunteers

Goal Champion: Rob Hurd

Brendan McCarthy, Goal Chairperson

Strategic Objective & Action Plan	Responsibility	Start	End	Measurement	Status
<b>A. Determine stakeholders &amp; their needs</b>	PSV Committee				
1. Form Program/Services Committee	Goal Champion	2Q 11	2Q 11	Committee Chair identified and members recruited.	Complete
2. Review and assess current stakeholders & their needs	PSV Committee	2Q 11	1Q12	Written analysis report	Largely complete. Need to document results
<b>B. Identify &amp; develop programs and services that provide value to the stakeholders</b>	PSV Committee				
1. Assess current programs and services (and annually)	PSV Committee	1Q12	2Q12	Written analysis report	Largely complete. Need to document results
2. Determine stakeholder needs through surveys and other information gathering tools to identify if we are meeting current programs & services value needs (see A above)	PSV Committee	1Q12	2Q12	Written analysis report	Largely complete. Need to document results
3. Research other programs and services values that may be available	PSV Committee	1Q12	2Q12	Written analysis report	Largely complete. Need to document results
4. Develop plan for Tourism money	PSV Committee	1Q12	3Q12	Written plan	
5. Develop a prioritized programs & services report that will offer value to our stakeholders	PSV Committee	2Q12	3Q12	Written Programs & Services report	
6. Prepare recommendation	PSV Committee	3Q 12	3Q 12	Written recommendation	
7. Obtain Board/Executive Committee approval (as appropriate).	Board/Executive Committee	4Q 12	4Q 12	Approval	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**IV. Key Issue: Programs/Services/Value**

**Strategic Goal** -- Focus on fresh, dynamic, relevant programs and services that meet the changing needs of, and provide value to, prospective members, community and volunteers

Goal Champion: Rob Hurd

Brendan McCarthy, Goal Chairperson

<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
8. Implement plan and monitor	PSV Committee /BOD	1Q13	On Going	Regular reports to the Board	
<b>C. Develop a new chamber visitation program for board and staff to take advantage of other chamber's knowledge</b>					
1. Evaluate Chambers for potential visits	PSV Committee	2Q 13	2Q 13	Written analysis report	
2. Develop a visitation itinerary	PSV Committee	3Q 13	3Q 13	Written analysis report	
3. Contact appropriate Chambers	PSV Committee	3Q 13	3Q 13	Report summarizing contacts completed	
4. Visit Chambers/Communities	PSV Committee	4Q 13	1Q14	Visitations completed	
5. Report Best Practices to the Board/Executive Committee	PSV Committee	2Q14	3Q14	Written report to the Board	



**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**V. Key Issue: Communication/Marketing/Public Relations**

**Strategic Goal** -- Ensure effective marketing & public relations to internal and external stakeholders regarding the value of the Chamber and its mission.

Goal Champion: Keith Kehlbeck      Patti Cornwell, Goal Chairperson

<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
<b>A. Develop a marketing plan for the chamber including identification of stakeholders and new ways to publicize the chamber</b>	CMPR Committee				
1. Form a PR Committee to develop a marketing plan for the chamber including identifying stakeholders and new ways to publicize the Chamber.	Goal Champion	2Q 11	2Q 11	Committee Chair identified and members recruited.	Complete
2. Review current plan	CMPR Committee	1Q12	1Q12	Brief written analysis report	In Process
3. Develop new plan for promotion of Chamber	CMPR Committee	1Q12	2Q12	Written document	In Process, Early Stages
4. Identify stakeholders and media	CMPR Committee	2Q12	2Q12	Written list	
5. Obtain Board/Executive Committee approval (as appropriate).	Board/Executive Committee	3Q12	3Q12	Approval	
<b>B. Ensure technical, human and financial resources are available to implement the plan</b>	CMPR Committee				
1. Identify current resources.	CMPR Committee	3Q12	3Q12	Written list	
2. Collaborate with Finance and Staff/Volunteer Committee to determine needs and changes	CMPR Committee	2Q12	3Q12	Written recommendation of needs and changes	
3. Develop a report identifying resources needed	CMPR Committee	3Q12	3Q12	Written analysis report	
4. Obtain Board/Executive Committee approval (as appropriate).	Board/Executive Committee	4Q12	4Q12	Approval	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**V. Key Issue: Communication/Marketing/Public Relations**

**Strategic Goal** -- Ensure effective marketing & public relations to internal and external stakeholders regarding the value of the Chamber and its mission.

Goal Champion: Keith Kehlbeck      Patti Cornwell, Goal Chairperson

Strategic Objective & Action Plan	Responsibility	Start	End	Measurement	Status
5. Implement plan and monitor	CMPR Committee/BOD	4Q12	On Going	Regular reports to the Board	
<b>C. Develop a program to read the pulse of the community</b>	CMPR Committee				
1. Identify current methods of feedback	CMPR Committee	3Q12	3Q12	Written report	
2. Collaborate with Communication and Membership Committees to develop effective feedback assessment tools.	CMPR Committee	3Q 12	4Q 12	Written recommendation	
3. Develop a feedback plan and PR Calendar	CMPR Committee	1Q13	2Q13	Written plan and calendar	
4. Obtain Board/Executive Committee approval (as appropriate).	Board/Executive Committee	2Q13	2Q13	Approval	
5. Implement plan and monitor	CMPR Committee	2Q13	On Going	Regular reports to the Board/Executive Committee	

**VI. Key Issue: Financial**

**Strategic Goal** -- Prepare and implement a plan for long-term financial viability and growth.

Goal Champion: Nick Metzger      Colleen Koppenhaver, Goal Chairperson

Strategic Objective & Action Plan	Responsibility	Start	End	Measurement	Status
<b>A. Identify longer term (3-5 year) financial needs that support strategic goals</b>	Finance Committee				
1. Form a Finance Committee	Goal Champion	2Q 11	2Q 11	Committee chair identified and members recruited.	Complete

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

<b>VI. Key Issue: Financial</b>					
<b>Strategic Goal</b> -- Prepare and implement a plan for long-term financial viability and growth.					
Goal Champion: Nick Metzger      Colleen Koppenhaver, Goal Chairperson					
<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
2. Perform comprehensive financial review	Finance Committee	1Q12	2Q12	Document summarizing the analysis	Largely complete. Documentation needed.
3. Assess feasibility of audit	Finance Committee	1Q12	2Q12	Document summarizing audit feasibility	
4. Identify long term financial needs	Finance Committee	1Q 12	2Q12	Document summarizing long term financial needs	In process
<b>B. Evaluate programs for cost efficiencies</b>	Finance Committee				
1. Finance Committee to review current events and programs	Finance Committee	2Q12	3Q12	Document summarizing the analysis	In process
2. Prepare event and program recommendations for Board	Finance Committee	1Q 12	3Q12	Written recommendation for Board approval	
3. Obtain Board approval	Board of Directors	4Q12	4Q12	Approval	
<b>C. Identify and evaluate new and expanded funding sources</b>	Finance Committee				
1. Finance Committee to review current funding sources	Finance Committee	3Q12	4Q12	Document summarizing the analysis	In process
2. Identify ways to expand current funding and to explore new sources.	Finance Committee	2Q12	4Q12	Document summarizing the analysis	In process
3. Prepare recommendations for Board	Finance Committee	2Q12	4Q12	Written recommendation for Board approval	
4. Obtain Board approval	Board of Directors	4Q12	4Q12	Approval	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

<b>VI. Key Issue: Financial</b>					
<b>Strategic Goal</b> -- Prepare and implement a plan for long-term financial viability and growth.					
Goal Champion: Nick Metzger      Colleen Koppenhaver, Goal Chairperson					
<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
<b>D. Develop a 3-5 year financial plan that meets Chamber needs and is financially viable</b>	Finance Committee				
1. Finance committee to review current financial plan	Finance Committee	1Q 12	3Q 12	Document summarizing the analysis	In Process
2. Develop a new financial plan utilizing information gathered in Goal #1, #2 and #3.	Finance Committee	3Q 12	1Q 13	Written Plan	In process.
3. Prepare recommendations for Board	Finance Committee	1Q 13	1Q 13	Written recommendation for Board approval	
4. Board/Executive Committee approval (as appropriate)	Board/Executive Committee	1Q 13	1Q 13	Approval	
5. Implement and monitor the plan	Board/Executive Committee	2Q 13	On Going		
<b>E. Preserve current funding sources</b>					
1. Finance committee to develop a plan to preserve and enhance current funding sources	Finance Committee	1Q12	3Q12	Written Plan	In process
2. Prepare recommendations for Board	Finance Committee	1Q12	3Q12	Written recommendation for Board approval	
3. Obtain Board/Executive Committee approval (as appropriate)	Board/Executive Committee	1Q 12	3Q12	Approval	
4. Implement and monitor funding preservation activities	Finance Committee	3Q12	On Going		

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

**VII. Key Issue: Collaboration**

**Strategic Goal** -- Enhance and expand the Chamber’s collaboration with other local and regional organizations, businesses, and individuals

Goal Champion: Mark O’Connell      Jay Larson, Goal Chairperson

<b>Strategic Objective &amp; Action Plan</b>	<b>Responsibility</b>	<b>Start</b>	<b>End</b>	<b>Measurement</b>	<b>Status</b>
<b>A. Chamber will serve as the coordinator &amp; facilitator for providing information on activities and programs related to area community development</b>	Chamber President and Staff				In Process
1. Executive Committee to determine scope and guidelines	Executive Committee	2Q12	3Q12	Written guidelines	
2. Formulate a plan	Executive Committee	3Q 12	1Q 13	Written plan	
3. Prepare recommendations for Board	Executive Committee	2Q 13	2Q 13	Written recommendation for Board approval	
4. Obtain Board/Executive Committee approval (as appropriate)	Board/Executive Committee	2Q 13	2Q 13	Approval	
5. Implement and monitor the plan	Board/Executive Committee	2Q 13	On Going		
<b>B. Identify and develop collaborative opportunities with other key stakeholders</b>	Executive Committee				
1. Executive Committee to review current collaborative efforts	Executive Committee	4Q 11	1Q12	Document summarizing the analysis	
2. Research additional options	Executive Committee	4Q11	1Q12	Document summarizing the analysis	
3. Memo of understanding with LDFA, DDA & City of Marshall	Collaboration Committee	4Q11	1Q12	Written memo	Complete
4. Prepare recommendation for Board	Executive Committee	2Q12	3Q12	Written recommendation for Board approval	
5. Board/Executive Committee approval (as appropriate)	Board/Executive Committee	4Q 12	4Q 12	Approval	

**Marshall Area Chamber of Commerce**  
**2012 – 2014 Strategic Plan**

6. Implement plan and monitor	Executive Committee	1Q 13	On Going		
-------------------------------	---------------------	-------	-------------	--	--

Approved: February 23 , 2011

Revised: April 5, 2011

Revised: January27, 2012