For more information about this plan, additional planning efforts, and your annual strategic plan refresher, please contact us at

leslie@ThePlayBookGroup.com
www.ThePlayBookGroup.com
(808) 875-0500
P.O. Box 881062
Pukalani, HI 96788
MAHALO NUI LOA

We would like to extend a very special thanks to everyone who participated in our strategic planning process:

CHAMBER BOARD OF DIRECTORS

Jen Chahanovich
Fred Cowell
Michelle Emura
Rory Enright
Chris Gampon
Bob Gunter
Ann Hashisaka
Stephanie Iona
Vinnie Johnson
Sue Kanoho
Dale Keep
Sharon Lasker
Reiko Matsuyama
Tyler Rodighiero
Beth Tokioka
Marynel Valenzuela

CHAMBER MEMBERS

Juno Ann Apalla
Donna Apisa
Blaise Boyle
Addison Bulosan
Dickie Chang
Jonathan Chun
George Costa
Helen Cox
Cheryl Ann Farrell
John Genovese, Jr.
Johnny Gordines
Mark Gregory
Sean Kaley
Sandi Kato-Klutke
Chuck Lasker
Scott Lever
Eric Nordmeier
Allan Parachini
Marion Paul
Patrick Powaser
Mark Perriello
Char Ravelo
Kelly Robb
Gail Shigematsu
Kilipaki Vaughan
Laurie Yoshida
JoAnn Yukimura

CHAMBER STAFF

Anna Baudouin
Mark Perriello
Carol Texeira
## ORGANIZATIONAL OVERVIEW

<table>
<thead>
<tr>
<th>Identity Element</th>
<th>Your Defining Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision</strong></td>
<td>We envision a vibrant and resilient network of thriving businesses that focus their collective power and unique strengths to make Kaua‘i a better place to live and work.</td>
</tr>
<tr>
<td><strong>Mission</strong></td>
<td>The Kaua‘i Chamber of Commerce champions economic prosperity by being the voice of business, promoting collaboration, and helping our members thrive.</td>
</tr>
</tbody>
</table>
| **Values**       | • **Partnership & Collaboration** – We believe that engaging the creativity, talents, and passions of our members, board, staff, and partners leads to better solutions, experiences, and communities.  
                        • **Belonging** – We believe in cultivating a sense of belonging within our membership and building a diverse Chamber community based on acceptance, relationships, and connection.  
                        • **Aloha Spirit** – We believe the Aloha Spirit is the blending of mind and heart within each person that connects us to ourselves and to each other through kindness, unity, respect, humility, and patience.  
                        • **Integrity** - We believe in strong relationships formed through consistency, honesty, and accuracy of one’s actions. Integrity is choosing courage over comfort, choosing what is right over what is fun, fast, or easy, and choosing to practice our values rather than simply professing them.  
                        • **Excellence** - We believe that anything worth doing is worth doing well. We set bold goals and focus on the results we want to achieve while surpassing ordinary standards of quality. |
| **Core Competencies** | • Event Planning  
                        • Member-to-Member Networking  
                        • Community Relations  
                        • Military Relations  
                        • Government Relations |
| **Clients / Constituents Served** | • Our Members  
                                         • The Business Community-at-Large  
                                         • Residents of Kaua‘i  
                                         • Military  
                                         • Government Officials |
| Programs / Services | • Networking Events  
| | • Government Relations  
| | • Member Trainings/Workshops  
| | • Young Professionals  
| | • Hawai‘i on the Hill  
| | • Military Relations  
| | • Member Promotion/Advertising  
| | • Community/Public Relations  
| | • Scholarships  
| Competitive Advantage - how have you differentiated? | • Positive Reputation  
| | • Popular Events  
| | • Financial Position  
| | • Strong Network  
| Funding Sources | 31.6% - Membership Dues  
| | 19.5% - Quarterly Dinners  
| | 9.6% - Kaho‘okele Sponsorships  
| | 8.5% - Luncheon Meetings  
| | 7.5% - Ad Sales  
| | 7.2% - Business After Hours  
| | 7.0% - Golf Tournament  
| | 3.5% - Seminars and Workshops  
| | 3.0% - Grants  
| | 2.4% - Silent Auction  
| | 0.3% - Miscellaneous
**Strategic Plan**
**2018-2022**

**Core Strategy**

**Vision:** We envision a vibrant and resilient network of thriving businesses that focus their collective power and unique strengths to make Kaua‘i a better place to live and work.

**Mission:** The Kaua‘i Chamber of Commerce champions economic prosperity by being the voice of business, promoting collaboration, and helping our members thrive.

**Strategic Priorities**

- Increase Net Membership
- Become the Go-To Resource for Member Businesses to Thrive
- Increase Chamber Influence, Advocacy & Impact – as an Effective “Voice of Business” for Kaua‘i
- Effective Governance & Board Development
- Effective Marketing
- “Right-Size” Adequate, Qualified Staff
- Leverage Technology
- Efficient, Transparent Financial Reporting
- Expand & Redesign Office Footprint

**Increase Net Membership**

**Strategy:** Increase net membership by focusing on effective recruitment, new member onboarding/orientation, and providing valuable experiences and resources that fuel retention.

**Major Programs or Initiatives**

- New member onboarding and orientation to encourage participation
- Effective sales and marketing aimed at recruitment of qualified leads
- Improved retention program
- Easy, automatic membership renewal (opt-out vs. invoice and checks annually)

**Strategic Outcomes & Key Metrics**

- Increase new memberships
- Improve retention rate
- Increase net membership numbers by 10% year over year
**Strategic Plan Overview: 2018-2022**

### Become the Go-To Resource for Business

**Strategy:** The Chamber will become the “concierge” that directs members to updated information and resources that support their business needs.

#### Major Programs or Initiatives
- Staff Capacity – Available and armed with up-to-date knowledge and resources, and an ability to match member needs with community resources
- Effective marketing that informs members and potential members of the service and value
- Creating and maintaining the Knowledgebase and Library (physical and virtual)

#### Strategic Outcomes & Key Metrics
- 50% Membership engagement
- 90% of members see us as Go-To Resource
- Aids in Membership recruitment & retention goals

### Increase Chamber Influence & Advocacy

**Strategy:** Increase board diversity and inclusion to improve engagement on the board, in committees, and across the membership.

#### Major Programs or Initiatives
- Identify appropriate issues
- Define our position(s) on issues
- Proactively create a member activism/engagement mechanism (email, social media, app, etc.)
- Ignite member participation in reactive response advocacy (i.e. testimony)

#### Strategic Outcomes & Key Metrics
- Improved “business-friendly” environment on Kaua‘i – increased success in the issues we take on
- Better fact-based decision-making
- Increased alignment & member engagement in political advocacy efforts
- Increase Member satisfaction
**Effective Governance & Board Development**

**Strategy:** Increase board diversity and inclusion to improve engagement on the board, in committees, and across the membership.

**Major Programs or Initiatives**

- Review bylaws and update them if necessary to support the mindset shift through clarity and structure
- Increase frequency of board meetings – 6 per year (every other month)
- Revisit board and committee composition to improve diversity, representation, and overall engagement/effectiveness (leverage the new strategic plan to inspire participation)
- Improve member trust through better communications and transparency

**Strategic Outcomes & Key Metrics**

- Increased communication and trust within the board (Executive Committee and broader board)
- More diverse board with representation that more closely reflects the membership composition
- Increased applications to be part of the board leadership and committees

---

**Effective Marketing**

**Strategy:** Develop, fund, and implement an effective Marketing Plan to enhance the Chamber’s position and value with members and in the community.

**Major Programs or Initiatives**

- Identify marketing needs
- Develop a Marketing Plan
- Identify Marketing fulfillment resources
- Implement the Marketing Plan

**Strategic Outcomes & Key Metrics**

- Increased net membership
- Increased awareness (of Chamber’s value)
- Enhanced external perception of the Chamber and its community role/impact
- Improved “business-friendly” environment on Kaua’i
Strategic Plan Overview: 2018-2022

“Right-Size” Adequate, Qualified Staff

**Strategy:** Ensure that the Chamber has the people in place to get the job done.

**Major Programs or Initiatives**
- Create Staffing Plan
- Make Hires & Onboard effectively

**Strategic Outcomes & Key Metrics**
- Increased employee satisfaction
- Greater alignment across the staff – the right people in the right roles, firing on all cylinders
- Improved Member satisfaction, membership retention

Leverage Technology

**Strategy:** Make strategic use of appropriate technology to enrich connections with members and streamline office administration.

**Major Programs or Initiatives**
- Identify Chamber’s technology needs
- Research best practices in use at similar Chambers
- Select the best “suite” of tools to meet KCOC’s needs
- Implement tools and train users
- Review and renew tech choices based on new needs and ongoing advances

**Strategic Outcomes & Key Metrics**
- Increase administrative efficiency – staff is able to do more (or the same) in less time and with less effort
- Reduce redundancy
- Improved Member satisfaction (email communication, connection, etc.)
- Simplified membership renewal (= increased renewals/retention)

Efficient, Transparent Financial Reporting

**Strategy:** Ensure accurate and timely financial reporting to the board and membership

**Major Programs or Initiatives**
- Hire a Bookkeeper
- Revise and Update Reporting
- Establish an Annual Report

**Strategic Outcomes & Key Metrics**
- Increased awareness of our financial position within the board/membership
- Greater confidence in KCOC’s stability
- Increased creativity (unrestricted innovation and creativity)
Expand & Redesign Office Footprint

**Strategy:** Ensure that the Chamber office reflects the professionalism of the organization and that facilities are of a suitable size and configuration for us to conduct the business of the Chamber effectively.

**Major Programs or Initiatives**
- Expand office space
- Redesign current space
- Maintain office cleanliness

**Strategic Outcomes & Key Metrics**
- Improved communication within staff
- Increased efficiency and collaboration
- Increased employee satisfaction

Strategic Plan Overview: 2018-2022
For more information about this plan, additional planning efforts, and your annual strategic plan refresher, please contact us at

leslie@ThePlayBookGroup.com
www.ThePlayBookGroup.com
(808) 875-0500
P.O. Box 881062
Pukalani, HI 96788