

IVCBA BUSINESS PLAN 2022

EXECUTIVE SUMMARY

IVCBA is the community and business association in Incline Village Crystal Bay. It provides a framework to support and engage our businesses and nonprofits, thereby creating a more cohesive and sustainable community. It is "pro-community" and aims to help our community work together in positive ways. IVCBA runs a number of programs designed to promote and support local businesses and nonprofits. A community website, the SnapShot newsletter and the Live.Work.Play quarterly magazine are the core programs of IVCBA designed to support the community and IVCBA members. . Information is gathered from member agencies, businesses and nonprofits, as well as reposting of articles from regional news sources. Signature events that bring the community together and promote member organizations are the Local Heroes Parade and the Northern Lights Festival.

2022 OPERATING PLAN HIGHLIGHTS

Strengthen IVCBA's brand by building its network of subscribers and members and enhancing its communications hub with an improved website and more digital content.

Establish a leadership presence in the community through participation and support in member programs and events in our community.

Supplement established business programs such as Tap Into Tahoe with mixers and more resources/education for businesses.

Grow support and participation in Local Heroes Parade and Northern Lights Festival.

Introduce the Nevada Main Street program as a vehicle for commercial area revitalization.

Convene local nonprofits with agencies in a roundtable to explore collaborative efforts to bring more resources to our community.

Establish ongoing funding through founding memberships and their renewals.

Continue to partner with Mountain Workspace by managing the office in exchange for office/meeting space and a stipend.

Pursue advertising as a source of income through the magazine and SnapShot.

IVCBA BUSINESS PLAN 2022

INTRODUCTION

IVCBA is the community and business association in Incline Village Crystal Bay. Originally founded in 2009, it was re-established in March 2021 to include Crystal Bay and to address the issues confronting the community due to the pandemic, loss of a local newspaper and competition for resources with Reno and California. In the last year, funding was obtained through a generous grant from the Dave & Cheryl Duffield Foundation and grants from other founding members. These funds allowed IVCBA to fund an initial membership drive and develop the IVCBA.org website.

THE ORGANIZATION

IVCBA is a 501(c)(6) charitable organization operating in the state of Nevada. Originally known as ICBA, its name was formally changed to IVCBA, Incline Village Crystal Bay Association in March 2021..

The management team consists of a board of directors, an unpaid Executive Director and paid staff. Volunteers help host events.

IVCBA MISSION STATEMENT AND VISION

Our mission: Build community and grow cohesiveness for the sustainability of Incline Village and Crystal Bay, Nevada.

Our vision: A thriving community where resident and business, agency, and nonprofit stakeholders mutually reinforce each other.

Unique Selling Proposition: IVCBA is a hybrid “chamber” and business association that promotes and supports the whole community, not just its businesses.. It manages the only community website and provides local news sources to supplement the regional newspapers. It fills the gap between IVGID and Washoe County in addressing community issues.

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SUMMARY OF GOALS AND STRATEGIC PROGRAMS

GOAL 1: ESTABLISH IVCBA AS THE UNIFYING COMMUNITY LEADER/RESOURCE FOR ORGANIZATIONS AND RESIDENTS THAT WANT A THRIVING COMMUNITY WHERE THEY LIVE.WORK.PLAY.

The main strategic programs for this goal are the membership program and the communication tools: nwebsite, SnapShot newsletter, Live.Work.Play quarterly magazine. The community website, IVCBA.org is the core of the association. It holds community resources and identifies the 6 key segments of the community from which news is determined and other programs are designed.

The newsletter and magazine are vehicles to promote our community and build a sense of unity instead of isolation among its residents.**New:** An online Community Room that acts as a clearing house for current community issues.

New: A redesign of the website

The membership program is designed to engage everyone in the community: a larger free subscriber base, along with paid memberships ranging from \$50 Community Supporters, \$150-\$1,000 business members and \$5,000 - \$25,000 founding members.

New: A sustaining Founding Membership for renewals at that level.

GOAL 2: BUILD COMMUNITY BY PROMOTING AND SUPPORTING ITS ORGANIZATIONS

Business programs include a merchant map, the Tap Into Tahoe Welcome program, and mixer opportunities.

Proposed 2022 Program: Business seminars and resources, TBD through survey to members

Signature events like the Local Heroes Parade and the Northern Lights Festival bring people together for fun while giving organizations a vehicle for promotion and helping build community. The holiday lighting was visible by all and was a huge boost to local community spirit.

GOAL 3: GROW COHESIVENESS BY FOSTERING COLLABORATION AND ADVOCACY

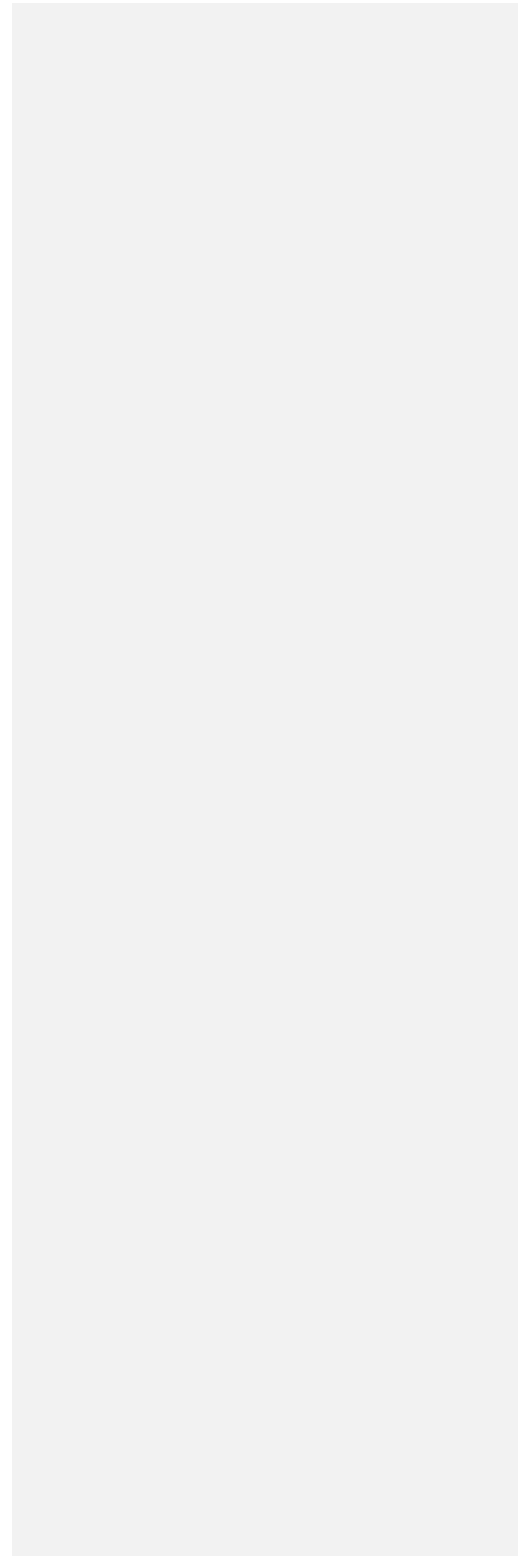
IVCBA takes on initiatives that fall outside the remit of other local entities, for example, commercial revitalization (Nevada Mainstreet program) and beautification (roundabouts, community signage). *Inclined to Meet* is our meeting platform that brings members together for presentations and forum style discussions.

New 2021 Program: A family advocacy roundtable that strengthens community resources and addresses broad social issues such as workforce housing and child care.

Proposed 2022 Program: House the volunteer database spearheaded by AAUW and IEF

GOAL 4: BE A SUSTAINABLE FINANCIAL ORGANIZATION

The revenue strategy is built around grants and founding memberships from agencies and local philanthropists. Community and business memberships contribute nominal funding to IVCBA. Although we do receive a stipend from Mountain Workspace, its true value is in the free professional office and meeting space that is invaluable in building our credibility as an established organization that can convene people in its own space. Live.Work.Place and Snapshot both represent potential sources for advertising revenue as we build their reputation and following.



2022 OPERATING PLAN

GOAL: ESTABLISH IVCBA AS THE UNIFYING COMMUNITY LEADER/RESOURCE FOR ORGANIZATIONS AND RESIDENTS THAT WANT A THRIVING COMMUNITY WHERE THEY LIVE.WORK.PLAY.

OBJECTIVE: BUILD A MEMBERSHIP BASE OF SUBSCRIBERS AND PAID MEMBERS

STRATEGY: Offer a membership plan with perks that represent a great value relative to its cost.

- Everyone benefits from the community website, communications pieces and the community events
- Businesses receive perks from membership that outweigh the cost of joining

Strategy: Offer founding members and a seat at the leadership table to founding members

Tactics:

- Liaison community of VIPs with annual reception and welcome of new leaders

OBJECTIVE :SERVE AS A COMMUNICATION HUB FOR THE COMMUNITY

STRATEGY: Provide an easy to use and attractive website that meets the needs of the community and IVCBA.

CONTENT for community website

- Provide community calendar, news, information on key segments
- Link to major news sources: TDT, Sierra Sun, Moonshine Ink, RGJ
- House a volunteer database through collaboration with AAUW
- Collaborate with NTBA on a jobs board
- Provide a community room for sharing information about timely issues

CONTENT for IVCBA website

- Give PR to our members through a membership list and links to websites
 - Possibly member profiles or member news
- Give access to membership application and renewals
- Provide archiving for SnapShot and LWP issues
- Be the go-to site for our signature events
- Access to photos from signature events
- Provide information on IVCBA programs
 - Tap Into Tahoe, Business resources, Nonprofit guide, etc.

Strategy:: Deliver timely information in SnapShot, a weekly newsletter

- Aggregate content from members, regional news sources and tahoe.com
- Provide featured content through contract writers
- New member spotlight

STRATEGY: Grow subscribers to 2500 to increase impact and value

TACTICS

- Maintain relevance of content in SnapShot
- Increase member submissions
- Grow already very high engagement (42% open rate 12/2021)
- Employee sign up
- Inclusion of IVCBA content in member newsletters and promo material
- Targeted paid ads in social media
- Regular ads in SnapShot
- "Before you leave, sign up" CTAs

STRATEGY: Use social media to re-post our content

- FB, Instagram, Alignable, LinkedIn, twitter
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STRATEGY: Use Live.Work.Play quarterly magazine to provide in-depth coverage of IVCBA content, of our community organizations and its residents.

TACTICS

- Build content on local residents, members, history
- Delivery to all postal patrons
- Delivery to realtors, businesses, salons, etc with a news stand as service provided to members.

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GOAL: BUILD COMMUNITY BY PROMOTING AND SUPPORTING ITS ORGANIZATIONS

OBJECTIVE: PROVIDE PROGRAMS THAT HELP BUSINESSES AND NONPROFITS GROW AND SERVE THE COMMUNITY

STRATEGY: Utilize the Tap Into Tahoe Welcome program to promote local organizations and provide useful information to new residents

Tactics:

- Gather information from nonprofits and member businesses
- Deliver in a logo'd canvas gift bag to new residents and new residents
- Use member realtors, Incline Locksmith, other members for distribution
- Promote the discount card to members as a benefit to gain new customers

STRATEGY: Update the merchant map to promote local businesses

Tactics:

- Include every storefront merchant
- Provide other useful community information to encourage responsible tourism

STRATEGY: Utilize online vehicles to promote local businesses

Tactics:

- Announce new members
- Put business profiles and features in SnapShot and Live.Work.Play
- Utilize Shop Local campaigns
- Encourage use of NLT Chamber gift card

STRATEGY: Update the Family Resource Guide

STRATEGY: Promote local businesses through the Mountain Workspace Art Gallery

Tactics:

- Change the gallery every couple of months
- Hold an artist reception to introduce them to the community
- Regularly advertise the gallery in the SnapShot

STRATEGY: Build professionalism and business knowledge of our members to make their businesses more successful

Tactics:

- Take a survey to determine which subjects are of interest
- Utilize local professionals to put on seminars in a "Lunch and Learn" format

STRATEGY: Encourage members to host "Bus Buzz" mixers

Tactics:

- Give members a chance to showcase their business
- Bring members together for fellowship

STRATEGY: Find ways to address community wide job-related issues

Tactics:

- Encourage use of NTBA's jobs board
- Research ways to provide our own jobs board
- Promote participation in job fairs(NLTRA, Hyatt, etc.)

OBJECTIVE: ORGANIZE SIGNATURE COMMUNITY EVENTS AND COLLABORATE WITH OTHERS TO BRING PEOPLE TOGETHER FOR POSITIVE ENGAGEMENT

STRATEGIES:

- Organize a Local Heroes Parade (with Rotary)and promote the 4th of July weekend events under the Local Heroes brand
- Organize Northern Lights Festival(with Visitor Bureau and IVGID) to attract visitors in the shoulder season
- Participate in IVGID community events Trail of Treats and Easter Egg Hunt)
- Collaborate with IVGID for Tap Into Tahoe Meet and Greet for new residents.

GOAL: GROW COHESIVENESS BY FOSTERING COLLABORATION AND ADVOCACY

OBJECTIVE: Create opportunities for organization to address community issues and be agents of change

Strategy: Convene family advocacy agencies and nonprofits in a Roundtable discussion in March/April

Tactics:

- Invite the County and WSHO officials to meet local agencies and understand community needs
- Create the seeds of a coalition to meet by segments of social service and education.

Strategy: Nevada Main Street program for revitalization of commercial area

Tactics:

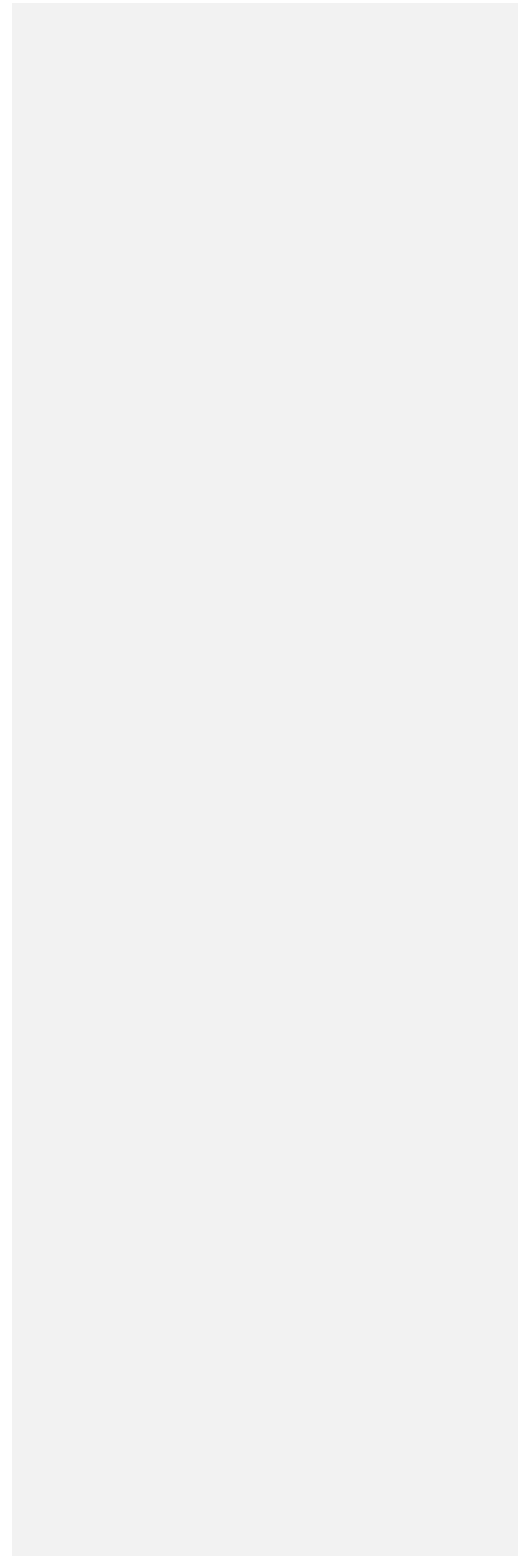
- Partner with Washoe County and IVGID
- Convene a Main Street organization with all stakeholders

Strategy: Create a sense of pride in the community through Beautification programs

- Roundabout
- Community signs
- Tahoe Blue Crew

Strategy: Provide *Inclined To Meet* programs that address timely issues

- TBD
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GOAL: BE A SUSTAINABLE FINANCIAL ORGANIZATION

OBJECTIVE: Raise \$200k to cover annual budget and allow a \$80- 100k carryover to the following year. Keep a reserve of \$100,000 at all times. Reduce dependency on grants.

Strategies:

- Generate \$160k in membership revenue to cover 80% of the budget.
 - 80% renewal rate, including \$5k founding members, appr \$70k
 - Recruit 40 Basic members, 10 Local and 5 Corporate), appr\$15k
 - Renew stakeholder and founder level members, appr \$75k
- Generate \$10,000 in ad revenue (Live.Work.Play & Snapshot – when deemed viable)
 - Actively sell ads to our members for LWP.
 - Add ads to SnapShot by 3rd quarter.
- Generate \$18,000 in revenue by managing Mountain Workspace.
 - In-kind donation of \$\$ for free rent

OBJECTIVE: Control expenses and admin costs to 20% of overall operating budget

Strategies:

- Budget forecast process: 2022 FY Budget, income:expense forecast according to business plan
- Allocate employee costs to appropriate programs

OBJECTIVE: Identify \$100k grant revenue for 2023

Strategies:

- Talk to Dave Duffield about renewing a \$100k grant for an additional 5 years
- Speak with other philanthropists in Incline Village Crystal Bay
- Make a proposal to Washoe County, goals TBD

MANAGEMENT SUMMARY

Founding Board of Directors

[Linda Offerdahl](#)

Mike Young

Blane Johnson

[Lee Weber Koch](#)

[Sheila Leijon](#)

[Kathy Hess Slocum](#)

[Mary Danahey](#)

Craig Iverson

Mary Jurkonis

Board Committees

Executive Committee:

Board Chair: [Linda Offerdahl](#)

Treasurer/Corporate Secretary: Mike Young

Human Resources: Sheila Leijon

Finance Committee:

Chair: Craig Iverson, Mike Young, [Linda Offerdahl](#)

Governance Committee: Blane Johnson

Communications-related programs: Kathy Hess Slocum, Mary Jurkonis, Lee Weber Koch

Events/other programs: Mary Danahey, Sheila Leijon, Blane Johnson, Mike Young

STAFF

Executive Director: [Linda Offerdahl](#)

Independent Contractor: [Julie Malkin-Manning](#)

- Website and Digital Content
- Marketing and events as needed
- Administrative Manager (until replacement is found)

Membership and Program Manager: Open Position

- Membership sales, program management

Business intern: Open Position

Graphic Artist: [Rena Angle](#)

Live.Work.Play. Publisher: [Kathy Hess Slocum](#)

IVCBA has its office in Mountain Workspace, 885 Tahoe Boulevard and manages the reception desk in return for free office space, access to meeting spaces and a small stipend. Office hours are Monday- Thursday 9-2. The IVCBA phone number is 775.833-5252.

Due to lack of operations for the period from 2017-2020, its EIN, #27-0448179, had been revoked and was reinstated with the IRS in November 2021

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Attachments: budget

GOAL – desired outcome (e.g., Be sustainable financial org.)

OBJECTIVES – how we will meet the goal (e.g., ...by funding annual operations and allow...following year)

STRATEGIES are the big picture behind the objectives, as you have them outlined (.e.g, Increase Ad Revenue)

TACTICS would be the detail for each strategy, and are measurable can be measured (raise \$xxx through ad sales in LWP and \$xxx via sales for Snapshot, or add 3 new advertisers per quarter, etc.)