



**Board Retreat Meeting Minutes  
January 24, 2024  
Adobe**

**FREMONT – Rocketing Around the Sun into 2024!**

**Attending:** Brandi Gaines, Paul Robinson, Eva Otto, Phil Megenhardt, Sean Erhardt, Adam Gardner, Nicole Hill, Jessica Vets

**Virtual:** Suzie Burke, Amina Kapasuzoglu, Ken Saunderson

**Not Attending:** Billy Beckett, Jamie Hoffman

**Staff:** Pete Hanning, Caroline Sherman

The meeting was called to order at 12:14 PM by Brandi.

**12-12:30 – Welcome, Action Plan History & Lunch**

The Chamber Mission: The Fremont Chamber of Commerce Strengthens the business climate and improves the quality of life in the Fremont community.

**1) President's Remarks - Brandi**

- a) **FIRST:** Last year great having new energy. Committees you all are chairing. New ways to do our thing! We can have an incredible 2024. Focus on our journey for today and for 2024. Where will we go, how will we get there? We've talked about things over and over and not necessarily accomplished them, which is frustrating. So really want us to be narrow focused and work on action items that are highlighting Fremont Community, Chamber, partners we work with, our events. Focus is on what will we do going forward?
- b) Phil: finding post-covid foundation. This board can now create a vision. Easier to plan.
- c) Brandi: Yes, be mindful of contagion, but have more in-person meetings (virtual board meetings.) Thankful for board and Pete and Caroline.
- d) Decorum: Folks have different opinions with is great, but keep "Yes, And" mentality. Raise hands to be heard.
- e) **SECOND:** Word of the Year: Brandi's word of the year is "boundaries". Looking for her joy. Wants all of us to find our joy.

**2) Review of Retreat Agenda – Brandi**

**3) Housekeeping – Paul**

- a) Note taker will be Caroline. In Caroline's absence Paul will take notes.
- b) Paul is timekeeper. Will hold up his hand when there's five minutes left.

- c) Ground rules & agreements. We'll listen to everyone. All opinions listened to. Area on whiteboard is the Parking Lot for great ideas outside of the agenda to be reviewed at a later time. The Executive Board will take it up later. Offline conversations must be taken out into the hall.
- d) Pee freely meeting. No potty breaks.
- 4) Board Introductions – Pete
  - a) [2024 Board Committee / Contact list](#)
  - b) Suzie. Leaving after an hour for PT. On Gov't Relations. On **XX** committee and doing it. Goal to get some of the new city council folks out to Fremont. Tanya Woo, etc.
  - c) Ken, 2010 or so. His word is Future. Looking forward to getting there. Excited about today and participating.
  - d) Pete, Phil, Nicole from Brooks new board member, Adam from Google, new board member. Billy and Jamie absent. Amina coming and going.
  - e) Brief History of Action Plan--The Action Plan was started in 2016 and we've been carrying it forward ever since, updating every year with our latest priorities – Phil.
    - i) Phil on board for 27 years! With only 10 meetings a year, not a lot of time to make decisions. So, we boiled down a bunch of stuff we were doing into what we do. Since then, the board voted on whether these things are important to us and what we had time to accomplish.
    - ii) Ken: You summarized it well. A road map to see what our priorities are.
    - iii) Jessica: Word is procrastinate. We are going to say no to more things than we will say yes to. So important to prioritize. Use the Parking Lot for things that are not the big priorities.
    - iv) Phil: Word: unserious.
- 5) Wins from 2023 Action Plan – Brandi
  - a) NERF Grant, Troll Refurbishment
  - b) Canal Park cleaner and safer thanks to advocacy
  - c) Route 40
  - d) Ribbon Cuttings
  - e) Lydia & Troll
  - f) Candidate Forum
  - g) Fremont Maritime History Tour
  - h) Suzie: Got 2 new 4-way stops at 1<sup>st</sup> & 35<sup>th</sup> & Canal without it damaging it us. And one by HomeStreet. And at B F Day off Aurora.
- 6) [2024 Action Plan](#): Rocketing Around the Sun into 2024 – Pete
  - a) Pete: word: intentional. We have the rocket, the visual importance of the rocket to Fremont. We are orbiting. There's a cyclical nature to that. Look at things and see what is still relevant and what isn't. The Sun is Fremont. The gravitational pull is for the betterment of our community of Fremont.
  - b) Suzie: Pillars—Public Safety is not dropping off our list. It can go quiet. We don't need to talk to the general public about it. It's still a major topic for folks who wonder about moving to Fremont. Cleaning tents near Leary Way. That property wont sell or have new businesses until the street can be controlled.

## 12:30-1:15 – 2024 Action Plan Part I

## 1) Budget – Phil

- a) Significant losses and gains last year
  - i) [2023 Statement of Financial Position](#)
  - ii) [2023 Statement of Activity](#)
  - iii) [2023 Budget vs Actuals](#)
- b) Changes for 2024
  - i) [Proposed 2024 Budget](#)
- c) Discussed whether or not to approve the 2024 budget. We created a budget that left us in the black vs 2023 that left us in the red.
- d) What our exposure is: contractors
  - i) 183 members: 25% are at the Premier level. We wanted to get 2?12 members
  - ii) Programs: Stretch goal \$7k to \$20k
- e) What our revenue engines are.
  - i) Any new ones?
  - ii) Wine walks, art walks, beer tours—easier to do and bring in good funds.
- f) Conservative goal: \$13k in bank
- g) Stretch goal: 20k in bank
- h) Still have \$55k in reserves which help fills the cash flow gap. Membership is still #1 revenue engine.
- i) RE: Approval of 2024 budget, as we start looking through some line items that we could tweak.
- j) Formal approval of 2024 Budget at next meeting after review by committees for their needs.
- k) **Caroline to send Budget out again.**
- l) Suzie: Promoting Xmas in Fremont. The Soupocalypse is happening. We could sponsor something like that.
- m) Pete: After we talked about Finance, the next step is Membership.

## 2) Membership Development and Membership Services – Jessica, Caroline and Pete

- a) Pete: Jessica has been doing a great job leading this committee and setting our goals and strategies. We are all responsible for this. All board members should be helping with this.
- b) Salesforce is number one company we want to have join the Chamber.
- c) Review and create strategies for membership campaigns – Jessica
  - i) Less talking more walking. Get out there and talk to businesses. Participation has dropped in our society. Want to get more young people engaged and find out what will make the board and engagement interesting and engaging? Why am I here? To grow my community, help me in my job, grow skills, etc. How can their role as a member, committee member, board member be selfish. That's how we will get engagement. Discussion around that, walking meetings, talking to people in the community.
- d) Phil: Walking around, in a coffee shop, what do you say when they ask I'm not a member, tell me more. Lots of tools. Are they clear and easy for everyone? QR Code, business cards, etc.
- e) **Deliver QR Code cards to every board member.**

- f) Pete wants to go with a board member or two and reach out to businesses in person.
- g) Suzie: The way they went after the young members, but they are valued employees of the business. If there was a high level of interest to go to Chamber events, they would have after hours gatherings with a glass of wine and they would meet other young folks. Do it twice a year or so and tie into that group.
- h) Love the idea of the property owner/manager tier. I can identify at least 6 that could go for the Property Owner tier.
- i) Pete: Suzie should Jessica and I talk to you about that targeted list.
- j) **Suzie: Invite me to next membership meeting.**
- k) Pete/Adam: Howard Schultz Family Foundation is in Fremont.
- l) Jessica: Rachel Started with Andrew Milstead and is opening her own business.
- m) Phil: Adding Schultz Family—talk to Stephen Grey group. Will send us to property manager.
- n) Suzie: They already sold that building.
  - i) [2024 Membership Goals](#)
    - (1) [Top 31 Targets for Membership](#)
    - (2) [Property Owner/Manager tier](#)
      - (a) Do we want to give the tenants a lesser membership. There must be something we can float through. Like free promotion of things. As a property manager don't want my name on things, but don't mind having tenant's name on things. Not selling Prop Mgr an add, but on making place safe and appealing. Bragging points for you as a member of the Chamber of commerce. There are big prop mgs who don't fit in this category, but have empty spaces. We need to encourage those folks to look at someone who will just do so well because they come to Fremont. Property owners booklet/webpage in their new tenant packet.
    - (3) [Member Sector Map: geography](#) – links to Google MyMaps
      - (a) Consider if it's worth my time to color code all the dots.
      - (b) At least color code the 31 Targets.
      - (c) Brandi: Do we need to target industries?
      - (d) Phil: Distribution folks that support Fremont. Can you join the Chamber? Is that a meaningful member? The idea of the sector and where they are is a fun idea.
    - (4) [Member Demographics](#)
      - (a) Talk to Mark Grey about who is in his building & Maritime biz/NSIA and get their member list.
      - (b) Suzie: Evo should be a property owner level. They manage properties separate from business and they have 4 restaurants.
      - (c) Phil: How many in NSIA?
      - (d) Suzie: about 70, but they are big employers. We should be including everyone in the NSIA list.
      - (e) Pete: But no funding for these?
      - (f) Suzie: Funding isn't everything.
      - (g) Phil: I hate discounting stuff. So what is the added value if they join NSIA/Chamber package.

- (h) Jessica: To increase programs from \$7k to \$20k, do we want to get NSIA members to those events. A membership level for programs and a non-member level, give member level to NSIA members. Then as people in that group engage with us more, we can get more info about who they work with and engage those folks. Engage first, then introduce a membership level for NSIA/Support Fremont Chamber member. That might work to leverage where they are.
- (i) Suzie: Might use the same approach for Ballard Chamber.
- (j) Jessica: Vet this concept in a membership meeting. There might be a whole package there.
- (k) Brandi: Getting them in on programs there. Focus on bigger things and bring in the \$175s.
- (l) Phil: The \$175s are a big portion of our membership income. Use 306090 so we know who hasn't renewed. Easier for board member to look at the list and commit to reaching out and finding out why they are lapsed. The \$175 is where the board should be spending their time. It's the hardest one to sell. What does the Chamber do for us? We just got 4 stop signs on your street. And we lit the rocket. And how that impacts the \$175 member.
- (m) Brandi likes this. Gives us some responsibility for the 306090 and frees up contractors to focus on bigger things.
- (n) Pete: On that list are members like Evo, one high member or two lower members. Keep that list rolling so we never get below 25. Knock folks off and add folks on. Consider adding the word Ship Canal to our membership.
- (o) Brandi: Fremont Chamber of Commerce: We Give A Ship!
- (p) Caroline: Consider using a Jag? **Is it good on mobile?**
- (5) Right-sizing members to their highest level
- (6) Board members' business goals

## **1:15-1:25 – Break**

## **1:25-3:00 – 2024 Action Plan Part II**

### **3) Marketing, Tourism, and Programs – Ken**

- a) Idle conversations about various runs in Fremont, SantaCon, PantyRun, Run of the Bulls, Briefcase Relay, etc.
- b) Suzie: Who we partner up with NSIA needs to be on the list. Boy Scout Breakfast—it would be lovely to have the Chamber sponsor a table. You don't have to put down any money, just show up! Paul, Suzie, and Suzie's son all have tables. You write a check for some amount, but it can be both sides of \$240. Mike has Matt Lincecum at his table from Fremont Brewing. Just need the names.
- c) Ken: We had a really good year on the marketing front. Props to Pete and Caroline. Revised the WG and became a Rack Card. Distributed that to hotels and businesses. Need to print more, as the HM come along.

- d) HM: Thanks to Jon Hegeman, we are totally restoring all the HM and adding some new ones. End date: Would like additional help on writing & editing to get it done quickly.
- e) Brandi: we need to get this done! May need to get someone to take over.
- f) Need to get sponsors. Suzie could get Fremont Rotary to be sponsor of Dinosaur.
- g) Jessica: Won't have competing sponsors on same HM, we should do it. \$500 over three-year period.
- h) Ken: Could use help from more folks.
  - i) We did a lot of work promoting Fremont Fair, Oktoberfest, Trick or Treat & \$450 for Holiday social media campaign. 3k impressions from Jan-Nov and then 20k for December.
  - ii) Good year with very short amount of folks involved. We welcome the board & member participation.
  - iii) 2024: support the idea of a new event. Caution: Events are very time consuming. Even the smallest take a lot of time and effort. Welcome to work on it. Also, a year-round social media campaign. Outstanding benefits for membership. Go through list of member websites and really promote member's events. E.g. Brooks' events. Provides great value for members. Using those tools. Google and YouTube. Look at social media to highlight events, activities & members & events. Holiday lighting campaign, rocket is great. Consider dinosaurs, etc.
  - iv) Look at Friday Blast? Weekly? Content, click throughs, etc. Best way to use blast to promote our members and give value.
  - v) Consider the World Cup coming in 2025/6? Do we want to do anything in Fremont? Visit Seattle, Visitor Bureau, worldwide publicity to shine the light on Fremont.
- i) Phil: knowing results for holiday campaign, you did that as a volunteer. Based on the content we produced a number of years ago, you were able to use that. What does it cost to do a year-round campaign. How and who is doing the work?
- j) Ken: Good questions: To do a great campaign, you have to feed the beast: generating and managing content. Ken volunteered through December but doesn't have the capacity on a year round basis. Will talk at Marketing Committee first. Do we look going forward having Pete or Caroline be the SM gurus and make that more of a priority for them and how that relates to grant and membership management. We first need to decide if that's an important thing to do and if it is, how to do it and how it's funded.
- k) Pete: Let's get together to figure out who we want to target to get folks on the Marketing Committee.
  - i) Ken: Doesn't have to be the board member, could be someone else from their organization.
  - ii) Suzie: That means a business can write it off as a business expense.
  - iii) Adam: Google ad campaign—might be able to get ad credits for free. Will look to see if he can get that for us.
  - iv) Phil: 501c3 vs 6 is a tax issue. Can talk offline.
- l) Fremont Fair and Oktoberfest – Phil
- m) Digital Marketing Campaign—Ken
- n) Walking Tours/Rack Card

- i) [Our Walking Tours](#) – links to our website
  - (1) We can create events around Walking Tours & coupons, etc.
- ii) Phil: Cross collaboration—buildup for new events. New event in shoulder season, like August.
- iii) Pete: Depends on business. There is some slow-down.
- iv) Phil: Social Media—different audiences for different events. Include what is meaningful to those audiences.
- v) Pete: Large fun funky QR code that people all scan to go to Fremont.com? For promotional value.
- vi) Phil: lots of fun QR codes. The Fair used to have come in and make a donation. Left it to the Parade folks to do that. There is a way to do it. The tips are hard when you are just dealing with plastic. Events could be a great opportunity to pay back to us. If we collect funds, we do not have to pay admission tax on it.
- vii) Ken: Most successful: using major events to lead folks to other things to do in Fremont. Argosy Xmas Ship, Wild Lanterns, Mischief new deck. Piggybacking on events like that we could really leverage that.
- viii) Suzie: Could do it with the 4<sup>th</sup> of July.
- ix) Pete: Trying to get the Concierge Guild out and do an event in Fremont, so we are on their list of safe vibrant.
- x) Caroline: Folks are adding their events to our Community Calendar, and as they upload images, we can reuse those.
- o) Arts Fund & Arts Maintenance
  - i) [Arts Fund Account Activity](#)
    - (1) We used to have grants to fund neighborhood projects. We put the brakes on it, because we needed to increase our reserves. We wanted to get our reserves to a 2-year place, but always hovering around a year. That's the history of this fund.
    - (2) There isn't a formal process. If you are working with a group and want to do something fun, let us know. The Pumpkin head on Lenin was sponsored by us. We could use this fund to put lights on dinosaurs.
    - (3)
- p) Blast Updates—Pete
  - i) Moving to every other week to put more focus on other priorities.
  - ii) Brandi: But we need to plug holes with SM.
  - iii) Possible template redesign
- q) Programming – Eva
  - i) [2024 Programs Calendar](#)
    - ii) Tech Tips was successful but did not have great attendance.
    - iii) Adam: Jackie would be happy to come again. Loves to do it.
    - iv) Eva: How to do more robust outreach. Everyone who comes to our event should be added to our email list. Next month event at Brooks. Sean will be a panelist. Michael Eaton will be moderator. Trying to give a shoutout to as many businesses as we can.
    - v) Sean: Add MTI PT. They are no longer members. Try getting them to join.
    - vi) Eva: Confirmed for April event with Amy Smith/Awards Ceremony. Other fun events coming up. Wine & Say Cheese—happy hour & head shots. Do something



with the NSIA. In June = Candidate Event, or reception with mayor & elected officials to participate at PacFish & Ballard Alliance. Open slot in July. Consider a fun summer idea. Team up with Brooks with the idea of a couple of the top companies to race. Adobe, Google, Salesforce, and have a relay. Hang out at Fremont Brewing. If your team signs up, you get a discount on running shoes or something like that.

- vii) Consider also a SM marketing event. Or how to use AI.
- viii) Adam: how to use Bard (Google's AI).
- ix) Pete: Opportunity to lean into the tech companies, so we have more consistent tech programming 4x/year. Low barrier to participate. Come and learn.
- x) Eva: Now so much is AI generated. So much is being produced, you could find a way on how to use this.
- xi) Phil: Largest past attended programs have been Shameless Self Promotion. And in July, create a new event, Pub Crawl type thing. Use our energy to get to July for this potential new fundraising event. A run is expensive it gets into permitting. Lots of ways to make it a non-sanctioned run. Pub crawl & value & money, July/August would be a great time to do it. Maybe Marketing & Programs all get together to brainstorm on that. Programs & Mktg should be one committee in Phil's opinion. Social Good where we brought all the non-profits together under a panel with Tableau. What is happening with these non-profits and how could they leverage with for-profits.
- xii) Eva: FAC, FNC & Chamber. This would be a bigger thing. This year again FAC is having a gala fundraiser.
- xiii) Suzie: Consider EnviroStars
- xiv) Suzie: Shameless is always a great meeting. How to word the Blast about what's happening, come early stay late, share biz cards & meet your potential customers and neighbors. Should be a draw for every meeting.
- xv) Ken: pitch for Salesforce: everyone needs sales help. If we could get them to put together a program on this, might be good and a way to get them to join.
- xvi) Eva: My word for this year is Enthusiasm. When I look at this program schedule, it's a little overwhelming, but I want to bring a high level of energy to it.
- xvii) Clarity on program fee schedule—deferred to Programs Committee meeting
- xviii) Phil: how much would you pay? \$20, depends on timing. If this is in our budget with a new programs fee schedule, we have to increase revenue or decrease expenses and provide value. We can do it with sponsors for the entire program. Think about your budget.
- r) Swag -- Brandi
  - i) Adobe Design Academy. Looking for design ideas. Like Pete's hat, etc. Would love to get this done so we have something to sell at events, the market on our website, etc.
- s) Brandi: How to fill our store fronts. City initiatives, ShunPike.com/storefronts: to fill store fronts to try and get the empty spaces to not look so dead.
  - i) Phil: We could do something in anticipation of Oktoberfest & Fremont Fair.
  - ii) Brandi: ShunPike will bring in artists, etc. It can be expensive. It would be cool to have on one of our corners. Big papier-mâché flowers to fill windows. Partner with FAC. FNC was interested in talking to OED about this.



iii) Spring Cleaning sidewalk sale.

#### **4) Advocacy and Government Relations - Pete**

a) Route 40

i) Brandi brought packets on Route 40. NSIA, Ballard Alliance, West Lake Businesses, Assoc General Contractors. Very concerned about a bus-only lane. Move the bus stop from Dusty Strings to BelleFleur. We're going to have a meeting tomorrow morning, but it's been postponed, because Deputy Mayors want to get together to discuss. Route 40 important transportation corridor. Not No to Route 40, but about timing, especially due to Fremont Bridge. Very active maritime corridor. We have a lot of commerce going through. Almost 40x/day, almost 2hours/day out of service. Flawed methodology. Working very hard on it. Eugene Wasserman/NSIA & Mike Stewart at Ballard Alliance, & Sooz Appel/Pelington Props and got Westlake involved and Maritime Industry. Hornets' Nest!

ii) Coalition is having a press release. Natalie Quick doing PR.

b) Candidate Forum

i) Well attended and we invited folks PacFish, candidates, governor's race, attorney's race, but no local elections. Ken usually produces it for us fabulously. Very thankful for his efforts. Maybe ask mayor to be keynote speaker and have a reception for all local officials & fill those relationships.

c) Phil: How much time do we want to spend on this. City isn't listening to us on Route 40. To battle this program, we have so many great folks working on this. Other than this great packet, who on our board is on charge of this? Brandi, Suzie and Pete.

i) Pete: This hasn't been a lot of the Chamber's time. A lot of the work has been shouldered by NSIA and BIA. We have not put money into it.

ii) Brandi: Incredibly important that we are still active in the coalition.

iii) Pete: Date past for feedback. There is a systematic playbook on these programs They have their groups very supportive that overwhelm the chambers and small businesses.

iv) Jessica: Something that Bike Coalition, NSIA, and 4 other groups that didn't want it to happen, but it happened anyway.

v) Paul: N side of bridge protest happening?

vi) Pete: City asked to postpone for high level meeting with Mayors.

#### **5) Security & Crime/Public Safety – Pete**

a) Big thank you to VP Paul, he has attended all public safety calls. Keeps finger on pulse for what's going on in community. Pete & Caroline got a more robust Public Safety program going: Google Group & monthly call to build relationships. Property managers, biz owners. Crime fluctuates with seasons. Winter is darker so more crime & fights in the street. Internally, we are keeping our finger on the issue. So, members know we are engaged. We bring in Police, & crime safety coordinators. We discuss internally, but not publicly. Brandi's colleague who runs security here. He is fabulous and would love him to take over and be chair of Public Safety. Looking at bigger businesses.

- b) Caroline: consider using Salesforce public safety person to get a foothold in with Salesforce?
- c) Pete: Could be. Working with big business & small businesses.
- d) Business2Business monthly calls
- e) Fremont Public Safety Google Group
- f) [Fremont Public Safety Incident Report Form](#) – links directly to online form

## 6) Community Relations and Partnerships – Pete & Caroline

- a) Grants – Caroline
  - i) [NERF Grant 4<sup>th</sup> Qtly Report](#)
  - ii) [NERF Grant Statement of Activity](#)
  - iii) [Creative Art District](#) – external link
    - (1) Phil will be on committee. State Grant! Important! Brandi wants it done by Q1.
  - iv) [Lenin Heads Project](#) – links to folder
    - (1) Chamber will raise a year half of that. FAC has to raise half of that. \$5k/head.
    - (2) Brandi could get people at Adobe to pitch in, but not Adobe.
    - (3) Pete: Jack o’ Lenin works to diffuse energy of Lenin in neighborhood. It’s good PR.
    - (4) Jessica: Andrew Jackson on Tax Day!
    - (5) Pete: Can also tap other artists for this. Daniel built it first himself for first year. Then we paid him to weatherproof/repair for second year.
    - (6) Sean: I’ll help fund it.
- b) Priority Partnerships-- Pete
  - i) FAC, FNC, Visit Seattle, SMC, GSBA, OED, NSIA, etc.
  - ii) We hit way out of our weight class. We’ve been working on different councils. Working on Visit Seattle. GSBA, OED, NSIA, etc. Met with South Lake Union Chamber, John. Google wants to do something between their two offices. Would love to partner with SLU on that.
  - iii) Adam would like the contact person on that.
  - iv) Pete: Staying on top of this.
  - v) Brandi: FNC would like to be more in the loop. Issue with art at Funeral Home construction. Department of Neighborhoods come out and look at things/joint meeting.
  - vi) Sean: Google to Google: Swim one way and paddleboard back!
  - vii) Jessica: will offer her office as a bathroom stop!
- c) Community Support
  - i) Pete: We have good relationships because we stay involved and participate and show support.
  - ii) Eva: FAC Gala last year—lots of good conversations!
  - iii) Solid Ground 50<sup>th</sup> Anniversary Gala, May 8<sup>th</sup>, Table of 10 is \$1,500
    - (1) Pete: Solid Ground started by Frank Chopp. First food bank in Seattle. Used to be where Pho/Dusty Strings are. Our participation has been from the beginning, so it behooves us to participate in that.
  - iv) Boy Scout Breakfast, February 7<sup>th</sup>, \$240/ticket.
  - v) FAC Gala, March 2<sup>nd</sup>, Table of 8 is \$1,200

- (1) Eva: Seat at gala: Sean brought 4 people last year. Got note from Jane at the council, because we raised the most money collectively last year.
- (2) Brandi used her Mosaic Arts coupon and enjoyed it.
- (3) Pete: Thankful for board. Phil, don't know if you have seen it at Bold Hat.
- (4) Eva: We get a discount if we get a full table.
- (5) Sean still has nametags from the table.

## **7) Management and Operations – Caroline**

- a) Lynxome (formerly Jag) Member Management software
- b) Website: SEO, content updates
- c) Office Team's work structure
  - i) Pete & Caroline's workflow
  - ii) Committee support
- d) Office Team Priorities
  - i) Board Development-- Pete
  - ii) Committee Development -- Pete
  - iii) Membership Growth -- Pete
  - iv) Add Ship Canal to our name: "The Fremont & Ship Canal Chamber of Community, Culture & Commerce!" – Pete
  - v) Increase use of Membership Software Benefits – Caroline
  - vi) Website content review – Caroline
- e) Eva: website is a barrier. Not require a login to sign up to get the member price. Finding it on the calendars, etc. Thurston county enter name and email to login to an event.
- f) Brandi has a contact for me to review the website & security.
- g) Pete: focus on committee membership & larger board to help with all the initiatives.
- h) Brandi: goal of non-board members to serve on committees.
- i) Sean: Would like to get membership to where we don't have to charge to participate. If employee is not a member, they have to go through hoops to get the fee.
- j) Caroline: sponsorship helps.

## **3:00-3:05 – Break**

## **3:05-3:30 – Chamber Future—5-Year Outlook, 2024-2029 – Pete**

- 1) What do we want the focus of our Admin & Director to be?
- 2) Jessica: Do I make this story or tell this story? It needs to be a balance of both. Making the story is events & programs. Telling the story is the value we bring to telling the story to members. There are timelines and deadlines that make something more urgent. Trying to figure out these timelines is tricky. Timelining where energy will be spent is the most helpful. This time of year, focus on this, in Spring focus on that.
- 3) Phil: the WG was a tool to kick off a membership drive. What's missing is a real hustle. 1Q 2Q talk about renewing. 3Q, a good time to do it, it's summer, budgets are being written, there was a value to signing up because you got a good deal.

That worked for years & years. Once we recognized that the WG in the old form was more of a marketing tool, as a paper flyer, the urgency and the idea of a kickoff, materials created, strategies, lists to board members, it was a bit push.

- 4) Jessica: big push was Feb to get WG to get it out by April for Fremont Fair. If we stick with same timeline, solstice-oriented walking tour that only members can be on, members need to sign up before that deadline could be the push we need to board and members. To be on special Solstice Walk you have to be a member. Use Adventure Labs and only members can be on the tour. Deadlines, several periodic deadlines throughout the year that we can go back to. Not just retail, but other themes. Service businesses. What is a service biz value prop that we're going to have? Adam will bring 15 Google people there. Figure out what the draw will be.
- 5) Pete: A few action items for 2024. Then assess and see if we have bandwidth for more. Love the idea of a sidewalk sale.
- 6) Brandi: Spring Cleaning
- 7) Eva: This is a Leap Year.
- 8) Caroline: This is where board can be super helpful in recruiting businesses for this.
- 9) Paul: What are priorities for Contractors? Hard to say without knowing what they do day-to-day.
- 10) Phil: HM—run away from these things. We are only touching them because they were put in a grant.
- 11) Brandi: businesses went out of business, graffitied, etc.
- 12) Phil: The board cleaned up the HM. What revenue engine that sponsorship is taking. Do we have a clearing house of everything that we are selling? How much return on investment are we getting? Pub crawl, wine tasting event, those are things we need to ask this question: how much time & energy does the board have for committees:
- 13) Brandi: Agree. We are committed to getting HM done. Just 3 hours/mo. Deadline: needs to be done by Solstice. If we are all going out and getting them cleaned up, so be it. What's our ROI on this? Are we spending more than we are making?
- 14) Phil: The HM have the tour QR code on it. Really important selling point. We have an interactive reason to show up in Fremont. We have Art. HM, Tours, seeing neighborhood art, etc. We have the Troll. #1 visited in Seattle. Fun & Funky & Fresh—the Art. Understanding by the next meeting what we're telling our contractors to do.
- 15) Pete: we want to make sure Bylaws, Diversity Statement, Code of Ethics. It's all there. Committee chairs are you willing to continue chairing?

### **3:30-3:50 – Board Responsibilities**

#### **8) Board Roles & Participation – Review & Elect – Pete**

- a) Phil & Brandi: consider a foundation to be a 501c3, tax exempt, volunteer for Adobe, could access funds, like \$15k. Bold Hat just started a new foundation. Relatively easy. The board would mean the board would be on both boards. Not two jobs. More money could be raised, do multiple things, public safety, garbage cleanup, etc. Lots of advantages. How to start and what are the benefits. Would fall on finance committee. Financially we have a very affordable CPA.
  - i) Adam: Google does not have matching funds??
  - ii) Pete: Foundation or BIA? Consider this for Parking Lot of Ideas.
  - iii) Phil: Have an additional board meeting to check our compass on where we're talking about and how well we're performing.
  - iv) Pete: Bringing value to community. Can't have a barrier be financial.
  - v) Phil: Even the art head thing. We don't have the time for this.
  - vi) Sean: What are we doing in the community? Things that we do costs money. But if we're just covering our basic costs, it's a hard sell.
  - vii) Brandi: PR value is priceless!
  - viii) Phil: In six months, let's see how we're doing.
  - ix) Brandi: do it in August
  - x) Jessica: on a boat.
  - xi) Eva: Our August maritime event.
- b) Review of roles and responsibilities of the board – Paul
  - i) [Fremont Chamber Bylaws](#)
  - ii) [Fremont Chamber Diversity Statement](#)
  - iii) [Fremont Chamber Code of Ethics](#)
- c) Healthy Committees -- [Committee List to date](#)
  - i) **Share with Board the importance of our Awards and why we give them out at Feb board meeting.**
  - ii) Board and Member participation (Board members should participate in two committees.)
  - iii) All Board Committee Chairs have agreed to continue as Chairs for 2024.
  - iv) Brandi: every board member needs to be on at least one committee. Bring in non-board members to your committee.
  - v) Staff participation and support
  - vi) Committee member actions move the committee's work forward.
    - (1) 10 meetings/year
    - (2) Lend expertise, connections, and time.
 Brandi: Attend at least 10 meetings/year, attend Oktoberfest pour Friday or Saturday—requirement! Attend our programs.
- d) Re-elect/Confirm Board Officers
  - i) [See Job Description in the Bylaws:](#)
    - (1) Article 2, Section 2
    - (2) Article 3, Sections 1 and 5
- e) Board Participation -- Paul
  - i) [2023 Board Meeting Attendance](#)

- (1) Award to Eva for being #1 board member in terms of participation and brought in a new member. Charlie's Books: You were "Born for This, Astrology for Radical Self-Acceptance"
- (2) Pete: Last year, Billy got Brandi a bedazzled whistle. Speaks to our unseriousness.
- ii) Consequences for inactivity/not accountable
- iii) [2024 Board Member Participation Form](#) – links directly to online form

#### Top Priorities:

- 1) Membership Drive
  - a) Right sizing
  - b) Correct tools for board to use
  - c) At next meeting: bring membership cards to Feb mtg
  - d) Committees: what we should do for programs? Not married to one/month. Could do more than one.
  - e) Frictionless website & event signup.
    - i) Eventbrite until Jag sign up is fixed.
    - ii) Update website for mobile use
    - iii) Bring up in Finance & marketing committees.
    - iv) Jessica: in 8 years we had 3 major overhauls of website.
    - v) Would like an independent advisor on website overhaul.
  - f) More board members—part of membership.
    - i) Riq Molina interested. But he's not a member, yet.
    - ii) Fremont Brewery—getting nowhere to get a board member, someone from leadership. Someone who's not just retail to be involved at board level.
    - iii) At Boy Scout Breakfast—tap Fremont Brewing
  - g) Membership: Property Owner bundle
    - i) Mark Grey should be able to bring this in
    - ii) Need to see activity and value.
      - (1) Free programs
      - (2) Marketing
      - (3) Opportunities
      - (4) Walking Tour maps
      - (5) Business cards—update them and put the value right there.
  - h) Ken's list:
    - i) Social media year round
    - ii) Consider an intern—work study.
    - iii) Who would manage the intern? Phil or Brandi. Someone like Whitney? 10 hours/week? 5 hours/week? We could be one more client to promote one different business/day.
    - iv) Brandi: we have to get info from our members. Going to each website and grabbing their assets. Have them download their insta posts so we can just upload it.



- v) Jessica: LinkUp mentor event at SPU. She is going this year. Jessica to reach out to Ken & Brandi for bullet points on what we're looking for.
  - i) Have Fun!
  - j) T-shirt: Be UnSerious in Fremont!
  - k) This new event: Pub Crawl, Google to Google, Spring Cleaning/membership drive.
  - l) Jessica: Event could be a membership drive.
  - m) Phil: packaging everything happening in the neighborhood, the idea of a solstice bar catalog, we did it during covid. The bars already participate. Cocktail crawl for solstice weekend. The more folks we can get down here, the beer gardens are not as big a revenue engine.
  - n) WORDS: Intentional, "Unserious", Procrastinate, Enthusiasm, Kindness, Patience & Joy, Purpose, Connection, Boundaries + Joy, Practice,
  - o) Phil: physical meetings for this board this year. Our old board space next to our office. The room above Charlie's Queer Books. We need to spread the love.
  - p) Photos were taken of full board present, committee chairs, exec board and staff.
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- f) Board Photos
    - i) Full board
    - ii) Committee Chairs
    - iii) Executive Board

### **3:50-4:00 – Final thoughts and Adjourn**

- 1) Plan on reviewing our work here at subsequent board meetings.
- 2) Re-convene for Happy Hour at El Camino