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MESSAGE FROM THE CHAMBER CEO

Dear Valued Member,

As the newly appointed Chief Executive Officer of the Salem Area Chamber of Commerce, I am delighted to say that our team is moving ahead with strength and purpose to fulfill our organizational mission, centering around job multiplication and community vibrancy. We’ve undergone thoughtful transitioning, and as the leader of this great organization, we are prepared for an exciting future ahead.

In an effort to continue being a key community partner, we are actively reviewing our programs and events to make deliberate and necessary improvements, updating the “business end” of our organization and are enhancing the benefits of membership. We will continually elevate the voice of business through positive relations with the press and have revamped our own communications pieces to focus on you – our member.

I am proud of the Salem Chamber’s strong legacy of advocacy for our business members. This year we accomplished the strategic priority that led to transportation network companies (TNCs) like Lyft, a Chamber member, to operate in Salem. This will boost our economy by expanding the reach of Salem businesses and opening the market for the city to attract more people. The Chamber was a key supporter in the Public Safety Facility Bond, which passed with a decisive 62 percent of voters who prioritized community safety to build a 21st century facility and match the growing Mid-Valley need for adequate public safety infrastructure.

Additionally, within the pages of this Annual Report, you will find the economic and leadership development impacts through the programs of our leadership and workforce development charitable organization, the Inspire Foundation. I hope that you will find renewed vigor for our community as you read about the development of young leaders that we will be handing our community to in the coming years.

Thank you for your dedication to the Chamber, and for being a spoke in the wheel of Salem’s success. Let’s continue to make Salem awesome together.

Sincerely,

Nick Williams
Chief Executive Officer
Salem Area Chamber of Commerce

MISSION STATEMENT

“To serve as your business and community advocate and work to keep Salem a great place where businesses prosper and families can live, work, play and shop.”
MEMBERS BY THE NUMBERS

Our membership is the driving force of everything we do. When you invest in the Salem Area Chamber of Commerce, you invest in over 1,100 member companies that are an integral part of our vibrant Chamber.

The team at the Salem Chamber is committed to each member’s success. Whether you want to expand your business, build connections in the community or gain exposure, let us know how we can help you achieve your goals through advocacy, promotion, involvement and connectivity.

**Advocacy:** When it comes to local and state politics, your voice matters. Your membership at the Salem Chamber gives you a voice with local leaders to impact the business community.

**Promotion:** Promote your business by filling out the Member News form on the website, which will publish your news to Chamber social media. Keep your eyes open for the quarterly magazines – launching November 2017.

**Involvement:** We want to know your story! Share your insights and expertise with the team to impact the membership community.

**Connectivity:** The Chamber is a great place to start building relationships that can lead to new clients, contacts and customers.

Chamber membership by business size is broken down like this:

<table>
<thead>
<tr>
<th>Employees</th>
<th>Count</th>
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<tbody>
<tr>
<td>1-20</td>
<td>891</td>
</tr>
<tr>
<td>21-50</td>
<td>137</td>
</tr>
<tr>
<td>51-100</td>
<td>59</td>
</tr>
<tr>
<td>101-500</td>
<td>59</td>
</tr>
<tr>
<td>500+</td>
<td>20</td>
</tr>
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Businesses with 1-50 employees represent 88 percent of Chamber membership!
WAYS TO STAY ENGAGED

The Salem Chamber is active on various social media platforms. If you are not already, be sure to follow along to stay up-to-date on events, member spotlights and City of Salem updates. The Chamber should be your go-to resource to find out what is keeping Salem awesome!

LinkedIn
(linkedin.com/company/salem-area-chamber-of-commerce_2)
623 followers

Facebook
(facebook.com/salemchamber)
3,139 likes, 2,995 followers

Twitter
(@salemchamber)
3,021 followers

Instagram
(@salem_chamber)
944 followers

MEMBERS BY THE NUMBERS

CHAMBER WEBSITE VISITS BY MONTH
(09/01/2016 – 07/31/2017)

<table>
<thead>
<tr>
<th>Month</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept. 2016</td>
<td>3,718</td>
</tr>
<tr>
<td>Oct. 2016</td>
<td>3,771</td>
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<tr>
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<td>4,584</td>
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<td>3,214</td>
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</tr>
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<td>May 2017</td>
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<tr>
<td>June 2017</td>
<td>3,700</td>
</tr>
<tr>
<td>July 2017</td>
<td>3,300</td>
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*Average website visits by month for Chambers of Commerce is 3,000.
*The Salem Chamber averages over 3,800 website visits per month

LARGEST EMPLOYERS

• Salem-Keizer Public Schools – 3,794 full time employees
• Salem Health – 3,500 full time employees

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REGIONAL GROWTH

In the heart of the Willamette Valley, Marion County is home to Oregon’s Capitol and second largest metropolitan area, Salem. The region is grounded in natural resources and state government is an important industry to the region’s economy. Take a look at the fastest growing industries and employment projections through 2022 in Marion, Polk and Yamhill counties.

Private sector employment increased by 9.3 percent between 2005-2015, higher than the statewide average of 8.8 percent. Total private sector payroll employment is projected to grow by 21,500 jobs between 2014 and 2024.

### Regional Industry Employment Forecast, 2012-2022
Marion, Polk and Yamhill Counties

<table>
<thead>
<tr>
<th>Industry Subsectors</th>
<th>2012 Jobs</th>
<th>2022 Projected Jobs</th>
<th>Change by Number</th>
<th>Change by Percent</th>
<th>TOTAL INDUSTRY INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Construction</strong></td>
<td>7300</td>
<td>9500</td>
<td>2200</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Health Care</strong></td>
<td>19700</td>
<td>24200</td>
<td>4500</td>
<td>23%</td>
<td>65%</td>
</tr>
<tr>
<td>Private educational and health services</td>
<td>28400</td>
<td>34200</td>
<td>5800</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>23000</td>
<td>28100</td>
<td>5100</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td><strong>Manufacturing</strong></td>
<td>17500</td>
<td>19800</td>
<td>2300</td>
<td>13%</td>
<td>66%</td>
</tr>
<tr>
<td>Durable goods</td>
<td>8600</td>
<td>9800</td>
<td>1200</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Wood product manufacturing</td>
<td>1700</td>
<td>2000</td>
<td>300</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>Nondurable goods</td>
<td>8900</td>
<td>10000</td>
<td>11000</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Food manufacturing</td>
<td>5300</td>
<td>5800</td>
<td>500</td>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Business Oregon; data from Bureau of Labor Statistics, Oregon Employment Department, and U.S. Census Bureau. *Data provided by Business Oregon
ADVOCACY

In communities around the country, local municipal services (roads, police, fire, etc.) are funded through a three-source approach that includes taxes on sales, property and fuel. In Oregon, one of these mechanisms is off the table with our prohibition on the taxation of sales, which places an added burden on the remaining mechanisms, particularly property taxes. The Salem Chamber is your protection against an otherwise unprotected class...your business.

With a high amount of property in Salem and Marion County exempt from taxation (i.e. public and charitable properties), Salem has one of the most complex tax bases in the country. Our public-sector partners must do more with less, while not turning to a narrow portion of our tax base – businesses – to fill any perceived funding void.

TRANSPORTATION

The Transportation Package that passed during the 2017 Legislative Session will help the Chamber accomplish one of its goals – to enhance local infrastructure by providing bus services in the evenings and on weekends, beginning July 2018.

Transportation Network Companies

Transportation Network Companies (TNCs), such as Lyft, were welcomed to Salem in 2017. TNCs are an alternative for residents to get around town easily and safely by helping to keep roads free of intoxicated drivers. TNCs will boost the economy by expanding the reach of Salem businesses and opening the market for the city to attract more people.

“How expanding to a city like Salem was an exciting moment for Lyft. We look forward to continuing to bring safe and reliable rides to Salem residents, and providing drivers with the opportunity to earn additional income.”

– Darcy Nenni,
Lyft Communications Manager

Salem Investing in Salem

In 2016, the Public Safety Facility bond failed, but laid the groundwork for a successful campaign in 2017, which passed with a decisive 62 percent of voters’ support. The Salem Chamber advocated for the bond as a crucial next step to build a police facility to match the growing community.

Out of the 21,280 voters in the 2017 special election, a resounding 13,171 or 61.89% of citizens voted for the Public Safety Facility Bond – compared to the 38% that voted against. This was a win for Salem!

UP NEXT

A New Bridge

For decades, Salem leaders and citizens have acknowledged the need for an additional way to cross the Willamette River because a new bridge will impact economic development in Marion and Polk counties for years to come.

By creating another access point across the river, there will be benefits to all industries.
FUTURE DEVELOPMENT THROUGH PARTNERSHIPS

Ready to Learn – Ready to Work

In partnership with the Salem-Keizer School District, the Salem Area Chamber of Commerce created the Ready to Learn – Ready to Work program. The program is celebrating its 10-year anniversary this year. The partnership is committed to helping prepare Salem-Keizer students, K-12, for success in school and in life.

Employers play a unique role in supporting the academic success of our students through their expertise and resources. Throughout our community, employers are continuing to engage with students to help them understand that what they learn in school is relevant to their future.

GET INVOLVED

Join hundreds of Salem Chamber members who have taken the opportunity to get involved in Ready to Learn – Ready to Work.

- Serve as a guest speaker
- Provide a worksite tour
- Job shadow
- Provide internship/work experience
- Serve as a mentor
- Participate in informational mock interviews
- Volunteer
CAREER TECHNICAL EDUCATION CENTER

The Career Technical Education Center (CTEC) first opened in June 2015 and is a joint venture between private industry and public education, with the intent of developing Salem-Keizer students’ technical and professional skills needed for preparedness and success in the future.

In partnership with the Salem-Keizer School District, the Salem Chamber currently employs 1.5 Business Liaisons that connect CTE students with businesses and industry professionals.

“At a tour of CTEC, I was impressed with students’ abilities to professionally and confidently articulate what they were working on. Not many high school students can do that.”

— Rick Day, Advantage Precast

Future programs:
- 2017-2018 UAS (Unmanned Aircraft Systems or drones) and Auto-Collision Repair
- 2018-2019 Public Safety and Business
- 2019-2020 Agri-Science and Culinary

By 2020, CTEC will house 10 career and technical education programs and serve approx. 1,000 students.

GET INVOLVED
Interested in getting involved with the Career Technical Education Center? Check out the website ctecsalemkeizer.com for more opportunities too.

- **Industry Days Presentations:** Speak to a group of students and offer the ins-and-outs of your profession through a hands-on, interactive and engaging presentation.
- **Annual Career Fair:** This strategic event is designed to introduce you to CTEC students who are seeking apprenticeships, college programs and employment opportunities.
- **Site Visits:** Host a group of CTEC students and show these eager learners what your company has to offer.
- **Classroom/Shop Volunteer:** This is your chance to assist teachers with student projects in the shop or the classroom on a regular basis.
EVENTS

Forum Speaker Series
This is your chance to hear from business and community leaders who inform and inspire! Speakers cover a wide variety of topics designed to build awareness about businesses and spark conversations in the Chamber community. The nine-month series runs September 2017 to May 2018 at the Salem Convention Center.

Annual McLaran Classic Golf Tournament
The Chamber began this annual golf tournament in 1989. It is known as one of the best ways to connect with the Mid-Wilmette Valley’s top business decision makers, with 220 leaders taking to the course in one day for this double shotgun event.


SAIF Agri-Business Banquet
This annual event is a regional celebration of the agricultural economy and the professional businesses that work to support its success. The banquet features a special guest speaker’s humor, inspiration, and business insight along with an appreciation for agricultural values.

The SAIF Agri-Business Banquet is on January 19, 2018.

First Citizen Awards Banquet
Since 1950, the Salem Chamber has honored those who exemplify servant leadership. These individuals improve the lives of those in Salem by serving first.

First Citizen
George Jennings

Distinguished Service Award
Rich Harcourt

Distinguished Service Award
Barbara Fletcher

Outstanding Young Professional
Dr. Abby Heppner

2016 Business of the Year – announced in 2017
Each year the Salem Area Chamber of Commerce recognizes one Salem area business that has demonstrated a continued passion for excellence and advancement of business leadership.

K&E Excavating Incorporated was the 2016 winner. Family owned and operated, K&E Excavating has been improving Oregon’s highways, homes and infrastructure since 1998. Nominations for the 2017 Business Award will be due October 1, and the winner will be revealed by mid-November 2017.

Distinguished Service Award
Don and Teresa Lulay

The First Citizen Awards Banquet is on March 2, 2018.
Q&A with Curt Arthur – “Looking to the future”

What are you most looking forward to as the Chamber Board President?

I am looking forward to leading an organization that is at the center of so many things in Salem. So much of what we do involves working with key influencers in a variety of industries to have a positive impact. I am also looking forward to getting back to the basics with a focus on Chamber membership goals. It is critical that our membership is known as a great value in the community.

What are some of your goals for the Chamber?

I recognize the Chamber should ensure its goals are in line with the needs of our members and position us to accomplish great things in Salem, and I want to respect that. Keeping this in mind, some of my goals include boosting membership numbers and Board and staff interactions with them, expanding our print and digital communications presence and spearheading advocacy campaigns on issues where we can make a difference.

Along with that, is there untapped potential within the Chamber that you would like to explore?

Lately, we have not done a good job encouraging volunteerism within the Chamber. From the Inspire Foundation, to special events committees, to public policy and planning committees, my goal is to leverage the amazing talent in our membership.

How do you think your background in real estate will be beneficial to achieve those goals?

My profession is simple – to help my clients accomplish their goals. Along the way that means I have had to adapt to be an effective multi-tasker and constantly ask the question, “What can I be doing for you?” to ensure quality customer service. These traits will serve me well this year.

What would you say to business owners who are not Chamber members?

To focus on the big picture. Some individuals think Chamber membership simply will drive business through their doors. This will happen if you network at our events, but don’t lose sight of the bigger picture, which is the Chamber is here to help shape Salem into a city that makes you proud to own and operate your business in.

What is one piece of advice you live by and why?

I look at my life as a four-legged chair. Those legs represent my physical health, my relationships with my family and friends, my faith and then my business and the role I serve in the community. My goal for this next year is to keep the legs of my chair balanced as I serve in this leadership role. I am so grateful to my family, my team at the office, the Chamber Board of Directors and my great clients who have been so encouraging.

What makes you the most excited for the future of the Chamber?

Our ability to nurture and train the youth and young professionals in Salem. The Chamber has an incredible relationship with the Salem-Keizer school district, and we work together to help shape a skilled workforce and our future leaders. To have an influence, even a slight one, on the process and those individuals is very inspiring to me.
2017 BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

EXECUTIVE COMMITTEE

President
Curt Arthur
SVN Commercial Advisors, LLC

President-Elect
T.J. Sullivan
Huggins Insurance

Past President
Jim Bauer
Willamette University

Secretary
Caleb Williams
Saalfeld Griggs PC

Treasurer
Terry Kuenzi
Kuenzi & Company, LLC

Vice President – Events and Programs
Wendy Veliz
Portland General Electric

Vice President – Membership
Cory Redding
CD Redding Construction, Inc.

Vice President – Business Advocacy
Bruce Anderson
NW Natural

BOARD OF DIRECTORS

Shawn Abbey
Direct Flooring Center

Lorissa Addabbo
Hope Orthopedics of Oregon

Marin Arreola III
Advanced Economic Solutions Inc.

Alex Casebeer
Capitol Auto Group

Paul A. Dakopolos
Garrett Hemann Robertson P.C.

Laura Dorn
Berkshire Hathaway HomeServices

Kathy Gordon
Aldrich CPAs & Advisors LLP

Jeff Kelly
Kelly’s Home Center

Cheryl Nester-Wolfe
Salem Health

Maria Palacio
Olson Florist

Evann Remington
Fresh n’ Local Foods

Dan Wellert
White Oak Construction

Kimberly Zahr
KeyBank

Mark Zook
Maps Credit Union

INSPIRE FOUNDATION BOARD OF DIRECTORS

President
Scott Sadler
Creative Conflict Solutions

Past President
Patricia Callihan-Bowman
Express Employment Professionals

Secretary
Selma Pierce

Treasurer
Ryan Collier
Collier Law

Nick Williams
Salem Area Chamber of Commerce

Shane Saunders
Maps Credit Union

Tamara Mack
SAIF, Corporation

Jonathan Castro Monroy
Mass Mutual Financial Group of Oregon
Dear Friends of the Foundation,
I would like to take this opportunity to thank the generous supporters, board members, executive leadership council and volunteers of The Inspire Foundation for your investments of time, talent and treasure. Your role is critical to the overall success of the organization.

The Inspire Foundation serves thousands of students, young adults and professionals with programs dedicated to leadership, education and development. These programs answer the call from the local community to create opportunities for the current and future workforce. Along with this, thanks to you, our Leadership program for high school students continues to thrive. These programs give students direct connections to the community and access to support needed to fulfill their potential.

The Inspire Foundation created the Career Technical Education and Industry Summit for interaction between students in CTE programs and educators. This year, the one-day summit welcomed over 300 attendees and in 2018, the Summit will be a three-day statewide event.

Other elements to look forward to include LEAD 8/9, a leadership program for middle school students to help bridge the disconnect that occurs between those grades. There are also more opportunities for Leadership Salem Alumni to reengage and lead.

To conclude, I want to extend a deep heartfelt thank you to our long-standing board members, Tom Hoffert, Don Pancho Authentic Mexican Foods, and Gayle Caldarazzo Doty of Doty Pruett, Wilson CPA. I appreciate all that you have contributed.

As we prepare our future workforce and encounter the next round of challenges, let’s lead together.

Sincerely,

Kathy Moore
Chief Executive Officer
The Inspire Foundation

INTERVIEW WITH INSPIRE FOUNDATION PRESIDENT, SCOTT SADLER

1. What are some of your goals for the Foundation?
I want to increase the visibility of our cause and engage with the community in diverse and collaborative ways. I want to encourage program and event participants to serve the community.

2. How will your background in business be beneficial to achieve the goals?
Business is about people involved and the impact. I plan to use my refined coaching skills to benefit the Inspire Foundation.

3. What is one piece of advice you live by and why?
Be in the moment. If you don’t like this one another will be along... in a moment!

4. What work are you most excited about?
I am excited about Lead 8/9 because Leadership Youth participants, or students in 10th and 11th grades, will be asked to mentor 8th and 9th grade students, which is the most vulnerable time for kids because drop-out rates are high. The program will be a great introduction to the Leadership Youth Program too.

MISSION STATEMENT

The Inspire Foundation’s mission is to develop the leadership potential of Salem area students and business professionals through educational programs and events, which help them thrive and become contributing community members.
We believe in Community, Inspiration, Leadership, Opportunity, Making a Difference, Success and You!

The Inspire Foundation’s mission is to develop the leadership potential of Salem area students and business professionals through educational programs and events.

Economic Impact
As the charitable arm of the Chamber, the Inspire Foundation houses programs dedicated to education, leadership and workforce development, resulting in local economic impact.

Executive Leadership Council
The Executive Leadership Council is the lead sponsor for Leadership Youth program. The Executive Leadership Council is committed to:

• Sponsoring the Inspire Foundation’s Leadership Youth program.

• Creating a forum where private business owners, CEOs and top business decision-makers can share ideas about business, community and government.

Mentoring members to become active in Chamber, civic or statewide activities that promote a healthy business climate.

Leadership Youth
Leadership Youth positively inspires, motivates and encourages youth to take command of their future and that of their community. During the two-year program, youth receive a comprehensive overview of the Salem-Keizer area. 40 students have a unique opportunity to meet face-to-face with community leaders and decision makers and receive an introduction to community resources by way of tours, panels and speakers.

Leadership Youth participants express appreciation to the Executive Leadership Council for their generous sponsorship of this two-year program.

Leadership Youth participants pose with treats from a tour of Don Pancho Authentic Mexican Food, Inc.
LEADERSHIP YOUTH IN ACTION

Above: Students pose for a photo in the Chamber lawn during Leadership Youth.
Below: Students take a tour of the Oregon Supreme Court with Justice Rives Kistler as part of Leadership Youth.

Here is a list of current Community Board of Directors and Advisory Councils with a Leadership Youth representative:

- Salem Area Chamber of Commerce
- The Inspire Foundation
- Salem Electric
- Salem Leadership Foundation
- Salem Keizer Education Foundation
- YMCA
- The United Way of the Mid-Willamette Valley
- Salem Police Foundation
- Community Action Agency
- Marion Polk Medical Foundation
- Salem Symphony
- Liberty House
- Salem Association of Realtors
- Keizer Chamber of Commerce
- Marion County Fair
- Center for Community Innovation
- Marion County Sheriff’s Office
- Oregon State Fair Foundation
- Straub Environmental Center
- Hoopla Association
- Keizer Chamber Foundation

- 84 students participated at the Youth Leadership Conference.
- In 1999, the first year of Leadership Youth, there were only 13 participants. The program has since tripled because this year, 43 students are participating in the 2-year long program.
LEADERSHIP SALEM

This program prepares highly motivated and interested professionals to serve the community in volunteer leadership positions. This one-year program allows individuals to develop and refine leadership skills and create lasting bonds with other up-and-coming leaders.

Fast Facts:

- Participants meet once a month for 10 months, September through June
- 28 Participants graduated this year
- This year’s waiting list has 19 individuals

Graduates can be found: serving with a neighborhood association, on an advisory council for the city, for the school district, and /or nonprofits, on a board of directors, joining a committee that serves local youth, or promoted to the next level of leadership at work and exploring a leadership role in fundraising for a local cause.

Leadership Salem participants work as a team on a challenging ropes course.

Salem Area Young Professionals

This group of individuals includes professionals in their 20s and 30s who are dedicated to making Salem a better place to live, work, play and shop. This group builds relationships, connects with community leaders and has opportunities for professional growth.

Leadership Development Series

The series is currently a two-hour, once a month program from October to May, where participants learn new leadership skills, broaden their network of connections, build relationships and gain a deeper understanding of the community. The 2016-17 session was the third year of the series and over 100 Young Professionals have participated to date.
CAREER CONNECTIONS

High school students get the chance to practice their interviewing skills with area employers in this unique event. This year’s event highlights:

- Over 1,200 high school students participated in mock interviews, an increase of over 200 students from last year.
- 300 employers and volunteers conducted interviews.
- Starbucks and other employers offered 20 students jobs on the spot!
- The resource fair connected students with vendors representing employers, universities, trades, colleges, military branches and volunteer opportunities.

College and Career Fairs

Held in both the fall and spring each year, the College and Career Fairs connect students and their families with post-high school opportunities. Representatives from the across the United States & Canada, partnered with the local community, answer questions and provide information on universities, technical schools, community colleges, military branches and financial aid.

Fast Facts:

- Over 100 vendors/employers/trade schools participated
- In 2016, 2,700 students and parents participated
- Over $5,000 education scholarships given
- Raffle drawing for a tablet
CTE & INDUSTRY SUMMIT

The CTE & Industry Summit, sponsored by Maps Credit Union, is a platform for interaction between students, educators and industry professionals. The one-day event in February 2017 was local and exclusively for those invited.

The Summit welcomed over 100 Career Technical educators, over 100 students in CTE programs and an additional 100+ attendees such as honored guests, administrators, faculty, counselors, advisors, state agencies, business, industry, sponsors, volunteers and community-based organization leaders.

Our partners: Salem Area Chamber of Commerce, Keizer Chamber of Commerce, Salem-Keizer Public Schools, Incite, Oregon Department of Education and Chemeketa Community College.

In 2018, the event will expand into a three-day summit with a statewide invite, and in 2019, it will expand again into a four-day summit with a national invite.

Save the date for the
2018 CTE & Industry Summit:
January 31 – February 2, 2018
at the Salem Convention Center!

Students involved in career technical education programs enter the event.

CTE & Industry Summit participants watch the stage.
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