



# STRATEGIC ACTION PLAN

## 2017

### VISION

To foster a culture and climate of opportunity through robust economic growth and dynamic job creation.

### MISSION

To achieve our vision, we serve as the principal advocate for business in partnership with the community; support and assist existing businesses; act as the primary catalyst in promoting the economic health of the Springfield area, stimulating jobs and improving the quality of life.

### EXPECTATIONS

In pursuit of our vision and mission, our members and our community rightly expect us to be a:

- Honest **Broker**
- Trusted **Convener**
- Astute **Analyst**
- Prudent **Filter**
- Representative **Voice**
- Energetic **Promoter**
- Reliable **Source**
- Inclusive **Engager**
- Responsible **Guardian**
- Leading **Catalyst**
- Successful **Closer**
- And a Consistent **Provider** of “World-Class Chamber of the Year” Standard of Excellence in every encounter

### STRATEGIC AREAS OF FOCUS

- Growing Your Business (Membership)
- Creating Jobs & Investment (Economic Development)
- Developing Our Workforce (Workforce Development)
- Advocating for Business (Public Affairs)

### ACTION PLAN OVERVIEW

This strategic action plan is a summary of consensus priorities identified by the Chamber board of directors. The plan sets priority objectives for 2017, but is not meant to be an exhaustive index of the entire Chamber work product. Existing and ongoing programs are constantly evaluated for consistency with the Chamber’s strategic areas of focus.

## GROWING YOUR BUSINESS (MEMBERSHIP)

### FIND

#### Leading Catalyst, Successful Closer

- Establish baseline for monthly, quarterly and annual “future member” visits
- Develop recruitment outreach material to help tell the Chamber story and recruit new members to the Chamber
- Develop the Value Proposition of the Chamber and be able to customize it for a variety of “future member” audiences
- Develop a targeted approach for member recruitment using specific tactics for different levels of membership investment
- Capitalize on board member relationships with high level targets as prospective new members

### KEEP

#### Prudent Filter, Astute Analyst, Inclusive Engager

- Establish baseline for monthly, quarterly and annual member retention visits
- Develop the Value Proposition of the Chamber and be able to customize it for a variety of member audiences
- Develop a targeted approach using different tactics for different levels of membership investment
- Customize management of member relationships to fit member needs and interests
- Explore ways and best practices to reach out to members who are not engaged in the Chamber

### GROW

#### Trusted Convener, Honest Broker, Representative Voice

- Develop thank you campaign to show value and appreciation to the members
- Develop scorecard to report to the membership as a way to show value on a consistent basis, outside of the billing cycle
- Assist Workforce Development team to ensure all talent resources are also available/usable for small business members
- Investigate affinity programs that would be an attractive benefit to members and future members also creating deeper engagement and providing value to members
- Explore ways to create more recognition for members, more often
- Analyze, revise and advance inventory for Reach Campaign making Chamber sponsorship opportunities available to all member investors, creating additional exposure for more members

## CREATING JOBS & INVESTMENT (ECONOMIC DEVELOPMENT)

### ASSIST

#### Representative Voice, Astute Analyst

- Meet with local executives in direct business visits and expand the existing business support program by working with local partners on additional business visits.
- Expand employer council model to bring additional local business leaders together.
- Create a BR|E Network in efforts to educate additional stakeholders who work with high-growth companies.

### ATTRACT

#### Successful Closer, Leading Catalyst

- Build an enhanced consultant communications/outreach strategy using the SREP brand.
- Meet with site selection consultants in one-on-one, in-person interactions.
- Promote the creation of development-ready sites and speculative buildings throughout the region by working with public sector partners and private sector developers.

### START-UP

#### Leading Catalyst, Trusted Convener

- Investigate options for more effective use of the Ozarks Regional Community Development Corporation (ORCDC) with Missouri State University staff and participating lending institutions.
- Encourage the development of additional real estate options for startups, IT operations, and creative companies by working with public and private sector partners.

## DEVELOPING OUR WORKFORCE (WORKFORCE DEVELOPMENT)

### DEVELOP

#### Trusted Convener, Astute Analyst

- Further develop the GO CAPS program, specifically the development and expansion of new strands in high need areas and expanding the Teacher Externship Program.
- Assist businesses with resources to increase employees' skillsets through tuition assistance programs.
- Create statewide workforce training programs and policies that best meet the need of business.

### ATTRACT

#### Leading Catalyst, Consistent Provider

- Grow the Talent Attraction Initiative video series with the production of supplemental videos.
- Develop targeted marketing programs for high-demand job fields.
- Revise the Talent Attraction Initiative website with updates and additions.

### RETAIN

#### Representative Voice, Inclusive Engager

- Engage in strategic outreach to college students in high-demand job fields to promote the retention of qualified and in-demand young professionals.
- Develop a framework to more effectively connect young professionals to regional leadership and volunteer opportunities while streamlining The Network's Work Crew structure.
- Partner with Springfield Area Human Relations Association and other organizations to develop a labor/wage survey for the region.

## ADVOCATING FOR BUSINESS (PUBLIC AFFAIRS)

### ADVOCATE

#### Responsible Guardian, Representative Voice

- Achieve balanced solutions at all levels of government
- Engage newly elected local and state lawmakers by connecting them to Chamber staff and business leaders and educating them on business and community issues
- Leverage Chamber's earned trust to advocate weekly in state Capitol on behalf of job creators
- Monitor all aspects of Springfield City Council governance through ongoing presence at council meetings and weigh in as appropriate on matters impacting business community
- Mobilize political assets and resources for the 2017 Springfield City Council elections representing six council seats
- Capitalize on the unique asset of united priorities through regional coalitions such as Springfield Metro Partnership
- Lead the effort to improve Missouri's workforce development system in partnership with stakeholders around the state

### CONNECT

#### Trusted Convener, Inclusive Engager, Honest Broker

- Utilize expertise and influence of volunteer leadership to help communicate Chamber legislative priorities with elected officials
- Further develop the Public Policy Speaker Series to connect Chamber members with key elected officials and decision makers
- Convene members of development community and public sector leaders to work to improve Springfield's business climate and encourage investment
- Leverage connection with Fort Leonard Wood through leadership exchange opportunities, including a Chamber-led day trip to the military base
- Establish State of the State event to provide Chamber members with an update on state issues, challenges and successes
- Engage elected officials with industry leaders for dialogue on legislative and regulatory issues
- Enhance Missouri's global footprint by promoting export opportunities for Springfield-area businesses and connect Chamber members with international dignitaries
- Build on lessons and common themes from past Community Leadership Visits to engage key community leaders and help create a vision and plan for the future growth and development of the Springfield community/region

### EQUIP

#### Leading Catalyst, Astute Analyst

- Convert pilot Candidate Academy to full-scale offering for endorsed candidates for public office
- Impact business community issues by equipping volunteer leaders for strategic conversations with local, state and federal lawmakers
- Increase effectiveness of Springfield City Council and Springfield Public Schools Board of Education by developing a pipeline of proven leaders to serve in both capacities and providing necessary support for unique and evolving needs
- Prepare Chamber members to lead broader dialogues about policy issues and ballot initiatives and their impact on economic growth, job creation and individual opportunity
- Serve as catalyst for improved relations between city and county officials for resolution of legal disputes
- Build in increased flexibility to policy review process and timeline to further engage members and maintain Chamber relevancy on priority issues