



# STRATEGIC ACTION PLAN

## 2019

### 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

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

### 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 2019, 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.

## ADVOCATING FOR BUSINESS (PUBLIC AFFAIRS)

### **ADVOCATE | Responsible Guardian, Representative Voice**

- 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.
- Capitalize on the unique asset of united priorities through regional coalitions such as Springfield Metro Partnership.
- Mobilize political assets and resources for the 2019 Springfield City Council elections.
- Track bills filed in state Capitol during legislative session and provide regular legislative updates on status of key priorities to all Chamber members.
- Engage in local ballot measures as directed by the Chamber's executive committee, and advocate to members if and when appropriate.

### **CONNECT | Trusted Convener, Inclusive Engager, Honest Broker**

- Utilize expertise and influence of volunteer leadership to help communicate Chamber legislative priorities with elected officials.
- Grow the Public Policy Speaker Series to connect Chamber members with key elected officials and decision makers.
- Host 2<sup>nd</sup> annual 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.
- 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 connection with Fort Leonard Wood through leadership exchange opportunities, including a Chamber-led day trip to the military base.
- Utilize private sector experience of the Chamber board of directors for a 2019 Board Advocacy Day in the state capitol.

### **EQUIP | Leading Catalyst, Astute Analyst**

- Educate Chamber members on requirements to serve in public office to encourage thoughtful candidates
- Impact business community issues by equipping volunteer leaders for strategic conversations with local, state and federal lawmakers.
- Prepare Chamber members to lead broader dialogues about policy issues and ballot initiatives and their impact on economic growth, job creation and individual opportunities.
- Execute the annual community leadership visit to connect Springfield business and community leaders with one another, while studying best practices in another community to bring back ideas that will benefit Springfield.
- Implement several targeted and strategic advocacy days at the Capitol with stakeholders on various issues.
- 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.

## GROWING YOUR BUSINESS (MEMBERSHIP)

### **FIND | Leading Catalyst, Successful Closer**

- Implement new membership management system (MMS), containing advanced sales tools and tracking to improve member recruitment process.
- Meet with 250 businesses as prospective members annually to discuss opportunities and introduce them to the benefits of membership.
- Develop and pilot “start-up” membership level to test viability of broader scope offering.
- Conduct special recruitment project as an invitation to re-join the Chamber during our Centennial year.
- Streamline targeted recruitment with new MMS to help track new members through the pipeline.
- Customize the Value Proposition of the Chamber for a variety of prospective member audiences.
- Develop strategic, focused and turn-key opportunities for board members to identify prospective members and engage in member onboarding.
- Offer on-going sales training and development opportunities for staff.

### **KEEP | Energetic Promoter, Inclusive Engager**

- Implement new membership management system (MMS) and website functionality to improve member experience and better retention techniques such as:
  - Carry out Year 1 and Year 2 member onboarding process
  - Execute delayed member outreach strategies and better promote passive member benefits
  - Identify and customize member relationships to better connect member interests
  - Refine strategic methods to impact the passive and under-engaged member
- Endeavor to maintain a 85% or better retention of member revenue.
- Customize the Value Proposition of the Chamber for a variety of member audiences, considering both “mission members” and “networking members.”
- Refine targeted events that offer deeper member engagement.
- Develop and conduct strategic membership survey.

### **ENGAGE | Trusted Convener, Representative Voice**

- Implement new membership management system (MMS) and website functionality to improve in the areas of engagement, ease of use and communicating the Chamber message.
- Continue thank you campaign to show value and appreciation to the membership.
- Refine “report card” to communicate to the membership as a way to show action/accomplishments/value on a consistent basis, outside of the billing cycle.
- Create evaluation criteria that will help analyze and identify appropriate affinity programs that would benefit members and serve to attract prospective members -- also creating deeper engagement and providing added value to members.
- Recognize and promote members and their business news on social media.
- Analyze, revise and advance inventory for Reach Campaign making Chamber sponsorship opportunities available to all member investors, creating additional exposure for more members. Endeavor to increase number of members who participate by 10%.

## CREATING JOBS & BUSINESS INVESTMENT (ECONOMIC DEVELOPMENT)

### **LOCATE | Astute Analyst, Successful Closer**

- Actively manage more than 12 economic development projects at any point throughout the year and generate and respond to more than 50 project leads.
- Conduct 120 Business Visits focused on businesses that display growth potential or need assistance. Gather intel on the overall climate of companies in the region.
- Meet one-on-one with 100 site selection consultants to sell the Springfield region and understand the changing site selection criteria.
- Partner with the Missouri Economic Development Council to host a site selection consultant event in Springfield in 2019.

### **BUILD | Leading Catalyst, Trusted Convener**

- Re-engineer the Chamber's development review process to ensure better private sector participation in the regulatory processes and provide better support to the Chamber's Voice of Business Committee.
- Encourage the private sector to bring more development-ready industrial sites (especially rail-served sites) to the market, construct more large-scale industrial buildings, and develop additional large-scale office space.
- Work with Regional Partners to establish more "readiness" for economic development projects by certifying 5 additional sites/parks.

## DEVELOPING OUR WORKFORCE (WORKFORCE DEVELOPMENT)

### **EDUCATE | Trusted Convener, Leading Catalyst**

- Actively recruit more students into all strands of GO CAPS to better utilize the available spots in the program and engage students sooner to plan for the GO CAPS experience.
- Develop a tracking system for students who have gone through GO CAPS to better articulate student outcomes and understand program measures.
- Revamp the Teacher Extern program and work to enhance other efforts in order to better connect 100 teachers each year to business experiences.

### **MESSAGE | Leading Catalyst, Energetic Promoter**

- Utilize our talent attraction materials and messages as well as commit significant funds to the execution of proactive talent marketing efforts.
- Develop an additional video for the Talent Attraction Initiative based on the current recruiting needs of business and organizations.
- Facilitate 800 connections with students attending universities and colleges in the region to encourage them to seek employment in the region or consider returning at some point in their future career.
- Further develop the GO CAPS Student Alumni Network and market to these students to return to or remain in the region as they enter the workforce.

# 2019 Action Plan

The Springfield Business Development Corporation (SBDC) is the economic development arm of the Springfield Area Chamber of Commerce. We work to create jobs and investment, grow our workforce, and promote economic growth in the 10-county Springfield region. With the support of SBDC Investors and under the guidance of the SBDC Board of Directors, economic development staff has developed this action plan to highlight new initiatives we will be focusing on in 2019.

Existing programs and tasks essential to our economic development work are not detailed here but will of course continue to move forward. Our aim to remain at the forefront of economic development has created a progression of our scope of work to support placemaking initiatives. We hold to the belief that done correctly, creating a quality place will attract even more talent and increase our population growth rate. This is necessary to bring more workers to fill the jobs created by employers in our region.



## Organizational Development

- › Evolve our investor relations program to ensure each investor is directly engaged at least twice per year.
- › Solicit additional public-sector investment into the SBDC to bolster talent marketing efforts.

## Business Development

- › Actively manage more than 12 economic development projects at any point throughout the year and generate and respond to more than 50 project leads.
- › Conduct 120 Business Visits focused on businesses that display growth potential or need assistance. Gather intel on the overall climate of companies in the region.
- › Meet one-on-one with 100 site selection consultants to sell the Springfield region and understand the changing site selection criteria.
- › Partner with the Missouri Economic Development Council to host a site selection consultant event in Springfield in 2019.



## Real Estate Development

- › Re-engineer the Chamber's development review process to ensure better private sector participation in the regulatory processes and provide better support to the Chamber's Voice of Business Committee.
- › Encourage the private sector to bring more development-ready industrial sites (especially rail-served sites) to the market, construct more large-scale industrial buildings, and develop additional large-scale office space.
- › Work with Regional Partners to establish more "readiness" for economic development projects by certifying 5 additional sites/parks.

## Talent Pipeline

- › Actively recruit more students into all strands of GO CAPS to better utilize the available spots in the program and engage students sooner to plan for the GO CAPS experience.
- › Develop a tracking system for students who have gone through GO CAPS to better articulate student outcomes and understand program measures.
- › Revamp the Teacher Extern program and work to enhance other efforts in order to better connect 100 teachers each year to business experiences.

## Messaging

- › Utilize our talent attraction materials and messages as well as commit significant funds to the execution of proactive talent marketing efforts.
- › Develop an additional video for the Talent Attraction Initiative based on the current recruiting needs of business and organizations.
- › Facilitate 800 connections with students attending universities and colleges in the region to encourage them to seek employment in the region or consider returning at some point in their future career.
- › Further develop the GO CAPS Student Alumni Network and market to these students to return to or remain in the region as they enter the workforce.

## Placemaking

- › Continue to advance the viability of approximately 10-20 community development projects through the Community Visioning effort.
- › Work with public-sector partners to launch the SGF360 feedback sessions to ensure public input into the process along with completion of professional surveying and polling.
- › Based on public input and surveying and polling efforts, participate in the leadership of a community effort to bring forward a package of viable projects for approval by November.