



# ACTION — 2015 — PLAN

A LOOK AT THE CHAMBER'S  
GOALS AND TACTICS  
FOR 2015

# MISSION

The mission of the Springfield Area Chamber of Commerce is to 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.

# MESSAGE FROM MATT

Everything we do as a Chamber of Commerce is focused on growing the economy, creating jobs and expanding economic opportunity for everybody who lives here. I cannot tell you how honored and excited I am to serve our business community in this mission.

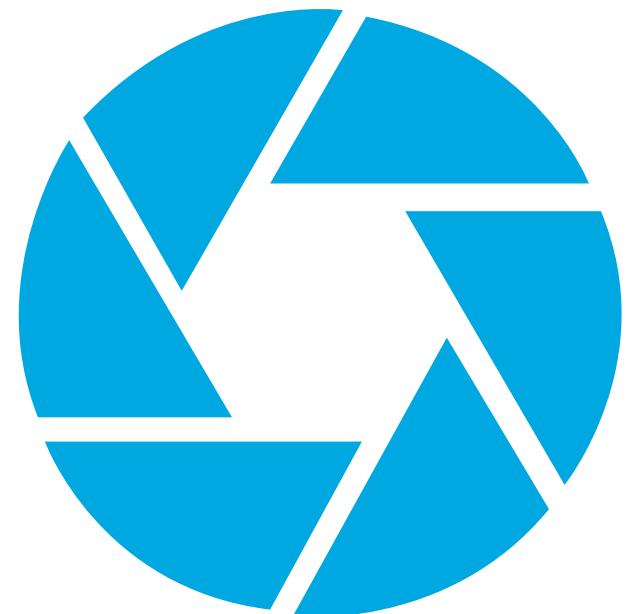
As we look ahead, a top challenge identified by employers as they seek to grow is that we have a mismatched workforce. During the recession, few jobs were created, but technology and business models evolved rapidly – impacting some of Springfield's top industries.

As a result, in 2015 we are putting even more emphasis on workforce development than we have in the past. We will build exciting and unprecedented partnerships with educators and job creators throughout southwest Missouri – partnerships that will lead to more responsive, nimble, and relevant workforce solutions that are designed to meet the rapidly changing, specific needs of employers.

This is a special moment for Springfield. I look forward to working together to make our region a better place to live, to work and to do business.



Matt Morrow  
President  
Springfield Area Chamber of Commerce



# CREATING JOBS & BUSINESS INVESTMENT

We will improve Springfield's economic vitality and quality of life by advancing job creation, a sustainable culture of entrepreneurship, and business investment through our economic development arm, the Springfield Business Development Corporation.

# GOAL #1

Ensure the development of new real estate options and effectively market to attract new companies to the region

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## TACTICAL FOCUS (2015)

- Conduct 150 visits with site selection consultants and increase the marketing impressions on them by implementing the SBDC's new regional cohesive marketing strategy
- Work with private sector developers and public sector partners to pursue the development of speculative buildings

DIRECTION (2016) Continue to market aggressively to site selection consultants, focusing on improved real estate offerings

VISION (2017) Ensure the Springfield product is meeting the needs of prospects

# GOAL #2

Assist existing businesses with expansion plans and address expansion barriers

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## TACTICAL FOCUS (2015)

- Conduct 150 visits with existing business and coordinate with partnership organizations to provide assistance
- Identify key needs of a specific industry and utilize community assets to encourage growth in this sector

DIRECTION (2016) Develop an advisor program to grow mid-sized companies

VISION (2017) Evaluate and utilize intel from existing businesses to guide strategic initiatives of the Chamber

# GOAL #3

Encourage entrepreneurship and innovation within existing companies and support early-stage entrepreneurs

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## TACTICAL FOCUS (2015)

- In close partnership with Missouri State University, continue to develop the IDEA eCOSYSTEM and fully develop the Mock Angel Program, angel profiles, and the Mentor Program
- Develop, fund and execute the Seed Capital Access Initiative and fund a cohort of startup companies

DIRECTION (2016) Sustain efforts underway in the IDEA eCOSYSTEM

VISION (2017) Evaluate roles, effectiveness and plan future involvement

# ADVOCATING FOR BUSINESS

We will support balanced solutions at all levels of government which foster a sustainable culture of entrepreneurship, promote business growth and result in a higher quality of life for our community.

# GOAL #1

Positively impact the election of local leaders to serve on Springfield City Council

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## TACTICAL FOCUS (2015)

- Support the Springfield Good Government Committee endorsed candidates for the April election
- Coordinate fundraising efforts in support of SGGC endorsed candidates
- Dialogue with Council members on Chamber priority issues
- Educate Chamber members on the endorsed candidates and encourage voter turnout
- Provide opportunities for interactions between Chamber members and endorsed candidates, including a candidate reception with the business community

DIRECTION (2016) Recruit City Council candidates for the 2017 election

# GOAL #2

Positively impact the election of local leaders to serve on the Springfield R-12 Board of Education

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## TACTICAL FOCUS (2015)

- Adopt positions on education issues and endorse candidates through a thorough, member-driven process involving the School Board Candidate Endorsement Task Force
- Encourage Chamber members to support endorsed candidates
- Partner with other organizations to recruit qualified and thoughtful candidates for the Springfield R-12 Board of Education

DIRECTION (2016)

- Explore partnerships that could lead to a joint candidate academy

# GOAL #3

Encourage balanced solutions within local government, which promote business growth

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## TACTICAL FOCUS (2015)

- Utilize the Local Issues Public Policy Task Force to hear from public entities on future election issues and the long-term funding outlook
- Represent the business community at every Springfield City Council meeting through the Voice of Business Committee
- Communicate a pro-business message to Springfield City Council and equip members of the Voice of Business Committee to speak on relevant issues
- Host discussions, including an Annual City Council Luncheon, between Springfield City Council and Chamber leadership on issues impacting the business community
- Explore best practices from other communities on the Chamber's Community Leadership Visit
- Improve the development process by facilitating communication between developers and local government through the Development Issues Input Group

DIRECTION (2016) [Review the Chamber's Local Policy Agenda to ensure continued relevance](#)

# GOAL #4

Inform members of the business and community impact of policy issues and ballot initiatives

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## TACTICAL FOCUS (2015)

- Use various communications channels and events to raise awareness on key policy and ballot issues
- Issue calls to action urging members to contact their legislators regarding key legislation
- Utilize social media to gain grassroots support for key issues

# GOAL #5

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Represent the interests of Springfield area businesses before state and federal lawmakers

## TACTICAL FOCUS (2015)

- Review and adopt state and federal legislative agendas through a thorough, member-driven process involving the Legislative Policy Committee, Governmental Relations Committee, and Board of Directors
- Meet with House and Senate leadership and the Governor's office to discuss Springfield regional priorities
- Provide testimony regarding key legislation
- Distribute Chamber priorities to every member of the state House and Senate and federal delegation
- Provide a weekly staff presence in the state Capitol
- Build relationships with state and federal officials and staff
- Monitor regulatory issues important to members

## DIRECTION (2016)

- Provide an opportunity for business and community leaders to interact with federal officials and their staff through a Washington, D.C. fly-in
- Brief new legislators on regional priorities by hosting a stop on the statewide Freshman Legislative Tour

# GOAL #6

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Amplify the Chamber's voice in Missouri by leveraging legislative partnerships with other organizations

## TACTICAL FOCUS (2015)

- Develop and advocate for the Springfield Metro Partnership's legislative agenda based on input from the 9 partner organizations
- Encourage dialogue among the state's largest chambers through the Missouri Major Metro Coalition and identify joint legislative priorities
- Build relationships with local and state industry organizations

# GOAL #7

Provide opportunities for Chamber members to interact with officials at all levels of government

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## TACTICAL FOCUS (2015)

- Host the annual Springfield Regional Salute to Missouri Legislators event showcasing southwest Missouri before the Missouri General Assembly
- Host the local delegation for a discussion in which the Board presents the Chamber's legislative priorities
- Host elected officials at the Springfield Metro Partnership legislative breakfast series
- Host state and federal elected and agency officials at Governmental Relations Committee meetings
- Host international dignitaries in Springfield in partnership with Congressman Billy Long's office

### DIRECTION (2016)

- Coordinate the Springfield Metro Partnership Legislative Thank You Luncheon to recognize the regional delegation for their legislative service
- Interact with regulatory agency officials to discuss issues relevant to the business community
- Leverage the asset of Fort Leonard Wood through mutual leadership visits

# GOAL #8

Raise awareness of the Chamber's role in advocating on behalf of members and the Springfield region

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## TACTICAL FOCUS (2015)

- Provide an update at events on the status of local and state issues and Chamber involvement
- Utilize industry councils to foster dialogue on legislative and regulatory issues
- Recap the Chamber's activities in Jefferson City through communications channels
- Communicate the status of Chamber priorities through a legislative report card and a legislative recap

# DEVELOPING OUR WORKFORCE

We will advance our education and workforce development systems and ensure a strong talent pipeline in order to meet business and industry's workforce and talent needs.

# GOAL #1

Encourage dialogue between education and workforce development institutions aimed at aligning all levels of the region's education and workforce systems

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## TACTICAL FOCUS (2015)

- Define workforce needs in high-demand careers, such as IT, engineering, health care and other targeted sectors through the P-20 Council
- Coordinate with education and workforce development partners to align efforts and ensure programs are demand-driven
- Develop a three-year regional action plan for education and workforce development efforts at the Chamber in partnership with education and workforce development institutions, through the Association of Chamber of Commerce Executives Education Attainment Division Fellowship
- Foster and support the development of target industry training programs like the Stainless Steel Tank Manufacturing curriculum in partnership with OTC and Springfield Public Schools' advanced professional studies efforts
- Publish the P-20 Council report on education and workforce development, highlighting regional successes and challenges
- Launch an online portal for businesses to engage with and recruit students into their industries

## DIRECTION (2016)

- Look for proactive solutions to training needs for businesses and align community goals in education and workforce development
- Collaborate with community partners on early childhood initiatives to ensure all children are ready to learn as they approach Kindergarten and are prepared to achieve as they approach high school graduation
- Determine industries in need of talent pipeline development and encourage dialogue between education and workforce institutions to meet these needs
- Facilitate conversations within regional communities in response to the P-20 Council report and align solutions strategically with other community reports
- Promote the portal to businesses and schools to expand partnerships

## VISION (2017)

- Evaluate Springfield's progress toward aligning its education and workforce efforts
- Evaluate and plan training programs and support given to businesses and engage the Chamber membership in these efforts
- Expand opportunities for schools, students and teachers to connect with businesses

# GOAL #2

Encourage dialogue between businesses and education and workforce development institutions to meet industry training and talent needs

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## TACTICAL FOCUS (2015)

- Utilize industry councils to raise awareness of business and industry talent needs
- Support the Workforce Investment Board in their business-driven approach to training and support their survey on regional workforce development needs
- Engage with the Springfield Area Human Resources Association and other efforts to attract and retain talent

DIRECTION (2016) Identify innovative ways to support businesses' talent needs and evaluate target industries and future workforce needs

# GOAL #3

Attract and retain a diverse and talented workforce by promoting the region's quality of life, economic and education opportunities

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## TACTICAL FOCUS (2015)

- Promote the Talent Attraction Initiative to businesses so they can use it to complement their own employee retention, recruitment and hiring efforts
- Develop a proactive talent marketing strategy, which will target individuals in high-demand careers, such as IT, engineering and health care

# GOAL #4

Encourage and advocate for business-driven education and workforce development policies at the local, state and federal level

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## TACTICAL FOCUS (2015)

- Support the WIB in developing a flexible, business-centered approach to implementing the Workforce Investment and Opportunities Act
- Advocate for workforce development funding increases and explore innovative programming in this area in partnership with education and workforce development institutions
- Develop a state-by-state comparison guide to workforce training to fully understand how Missouri's programs could be improved

DIRECTION (2016) Amplify the Chamber's voice on education and workforce issues by forging new partnerships at the local, state and federal level

# GOAL #5

Effectively utilize The Network to engage and retain talented young professionals in the Springfield region

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## TACTICAL FOCUS (2015)

- Leverage partnerships with colleges and universities to expose YPs and students to the economic and quality of life opportunities
- Expand access for YPs to leadership opportunities throughout the community within nonprofits, government agencies, Chamber committees, etc.
- Provide regular opportunities for YPs to connect to the community and each other
- Serve as a resource for YPs to engage in advocacy efforts at the local, state and federal level

## DIRECTION (2016)

- Evaluate and plan programming to better engage and retain college students
- Empower YPs to engage in local issues and assume leadership roles within the community

VISION (2017) Cement The Network's position as a national thought leader in the professional development, engagement, and retention of YPs

# GROWING YOUR BUSINESS

We will enhance the value of Chamber membership by providing opportunities for members to increase visibility of their businesses and build relationships with potential clients.

# GOAL #1

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Provide information, education and skills training relevant to business owners and managers

## TACTICAL FOCUS (2015)

- Host 60 Minutes to Success bi-monthly lunch and learns on topics relevant to business owners and managers
- Maintain and promote the Chamber's Online Tools for Business as a resource for entrepreneurs, business owners and managers
- Ensure that all members receive the 2015 Business Toolkit
- Reinforce resources available to members through personal outreach conducted by the Red Carpet and Chairman's Club Committees
- Conduct "Operation Thank You" in which the Chamber's Ambassadors will personally distribute the Action Plan to members who joined last year

## DIRECTION (2016)

- Increase the number of 60 Minutes to Success sessions from six to eight
- Forge partnerships to provide members with access to expanded information and education resources

# GOAL #2

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Host a broad spectrum of networking opportunities to help members build quality relationships with each other

## TACTICAL FOCUS (2015)

- Strengthen the relationships between members through scheduled networking time at Chamber events
- Follow up with members after events, thanking them for attending and reminding them of the next program in that series

## DIRECTION (2016) Enhance the availability of ConnectForLunch so members have greater access to the program

# GOAL #3

Raise the visibility of member businesses and organizations through the Chamber's marketing tools

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## TACTICAL FOCUS (2015)

- Promote and provide members with exclusive access to the Member Marketplace, where they can sell, request and buy products and services
- Drive consumers to the Member Marketplace through paid and earned media
- Promote sections of the website where members can post news and jobs that are then fed to more than 10,000 social media followers
- Provide members with exclusive access to sponsorships and advertising on the website and at events
- Promote groundbreaking and ribbon-cutting ceremonies that celebrate business accomplishments

DIRECTION (2016) [Develop an external marketing strategy to promote members and educate the public about the Chamber](#)

# GOAL #4

Celebrate and promote excellence in the Springfield area business community

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## TACTICAL FOCUS (2015)

- Raise awareness of the importance of major industries
- Celebrate significant business milestones and accomplishments, through recognition presented by staff and volunteer leaders

# GOAL #5

Develop a communications strategy aimed at better informing members of the Chamber's impact

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## TACTICAL FOCUS (2015)

- Perform market research to develop and deliver a targeted message to members, clearly outlining the value of their investment
- Produce a series of videos communicating the value of membership and raising awareness on the Chamber's Strategic Areas of Focus
- Establish quarterly communication to the entire membership highlighting successes

### DIRECTION (2016)

- Based on market research, deploy a market segmentation strategy allowing members to customize the content they receive from the Chamber
- Build upon the video content that was created in 2015 to ensure that our message remains timely and relevant to members

### DIRECTION (2017) Engage public audiences and increase awareness on the Chamber's Strategic Areas of Focus



**Springfield**  
Area Chamber of Commerce

[www.springfieldchamber.com](http://www.springfieldchamber.com)