



# STRATEGIC ACTION PLAN

## 2020

### 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 2020, 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 jobcreators.
- Monitor all aspects of Springfield City Council governance through ongoing presence at council meetings and weigh in as appropriate on matters impacting business community, including streamlining the process for development.
- Utilize expertise and influence of volunteer leadership to help communicate Chamber legislative priorities with elected officials.
- Capitalize on the unique asset of united priorities through regional coalitions such as the Springfield Metro Partnership.
- 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.
- Leverage the influence of the statewide business community through the advocacy of the Missouri Major Metro Chamber Coalition, made up of the four largest chambers in the state.
- Expand Voice of Business impact by engaging business leaders at targeted Council luncheons and quarterly Citizens' Tax Oversight Committee meetings.
- Connect business leaders with state and federal agencies to provide feedback on regulatory administrative rulemaking.
- Review and update Chamber local policy agenda to address policies that impact structural challenges to city leadership.

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

- Grow the Public Policy Speaker Series to connect Chamber members with key elected officials and decision makers.
- Grow the 3<sup>rd</sup> annual State of the State event to provide Chamber members with an update from Governor Mike Parson on state issues, challenges and successes.
- Engage elected officials with industry leaders for dialogue on legislative and regulatory issues.
- Engage 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, and build on the existing relationship between the Fort and the Springfield business community.
- Utilize private sector experience of the Chamber board of directors for the second annual Board Lobby Day in the state Capitol.
- Revamp the annual Salute to Missouri Legislators reception to refresh the event and encourage attendance, while maintaining compliance with recently adopted Clean Missouri legislation.
- Explore opportunities for targeted candidate forums in the 2020 election cycle.
- Welcome international Executive MBA students to Springfield and connect them to local employers for job shadowing opportunities.
- Serve as host for relevant programming on international business-related topics.
- Convene community partners to foster mutual respect and trust among diverse segments of the community.
- Build on existing assets and lessons learned from the Lexington Community Leadership Visit to engage the business community in diversity and inclusion efforts that build social capital and strengthen community partnerships.

## ADVOCATING FOR BUSINESS (PUBLIC AFFAIRS) - *Continued*

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

- Educate Chamber members on requirements to serve in public office to encourage thoughtful candidates.
- Utilize private sector expertise to 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 the region.
- Lead 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.
- Provide resources for Chamber-endorsed candidates for Springfield Public Schools Board of Education 2020 election.
- Serve as a resource on business community issues and economic development to candidates seeking public office.

## GROWING YOUR BUSINESS (MEMBERSHIP)

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

- Implement and further refine 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.
- Pilot “cooperative” membership level to test viability of leveraging future members.
- 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.
- Promote appropriate affinity programs, like the Chamber Benefit Plan, that would be an attractive reason to join and be a valuable benefit to members, creating deeper engagement and providing value to members.
- Establish a committee of influential leaders for high level member recruitment and retention.
- Enhance targeted outreach and engagement strategies to strengthen Chamber leadership connections with a broad cross section of Presidents, CEOs, and C-suite leadership of the region’s major employers.

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

- Utilize new membership management system’s increased functionality to improve member experience and better retention techniques such as:
  - Carry out Year One and Year Two member onboarding process.
  - Improve marketing of passive member benefits and execute a strategic delayed-member outreach protocol.
  - Identify and customize member relationships to better connect member interests.
  - Refine and employ strategic outreach methods to impact the passive and under-engaged member.
- Develop multiple methods of outreach to welcome new members to Chamber utilizing the strengths of various committees, the Board of Directors and others.
- Endeavor to maintain an 85% or better retention rate 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 for both “mission members” and “networking members”.
- Obtain more member feedback regarding value of membership and effectiveness of events, programs and member communications using available software/application tools, analytics and the MMS.

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

- Maximize and refine membership management system (MMS) 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.
- Continue monthly video report card to demonstrate to membership the action, accomplishments and value of membership on a consistent basis.
- Recognize and promote members and their business news on social media.
- Increase social media content that strengthens the value of membership message.
- 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 & 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.
- Realign target industry marketing messages to better reflect key industries and future opportunities.

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

- Continue to work with public sector leadership to streamline the development process, create a development-friendly culture, and strengthen the Growth & Development Advisory Council's impact.
- 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 five additional sites/parks.
- Continue to advance the viability of approximately 10-20 community development projects through the Community Visioning effort including a Convention Center and further development of Jordan Valley Park/Idea Commons.

## DEVELOPING OUR WORKFORCE (WORKFORCE DEVELOPMENT)

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

- Continue to enhance the Teacher Externship program by adding an after-school track, growing the summer track, and providing scholarships for teacher projects in order to connect 100 teachers each year to business experiences.
- Work closely with education partners, including OTC and MSU, to encourage significant use of the new Fast Track Workforce Incentive Grant by residents for jobs in high-demand fields in our region.
- Collaborate with public sector partners to streamline new and existing advisory groups that utilize business leaders to connect the tangible work of business to academic content.

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

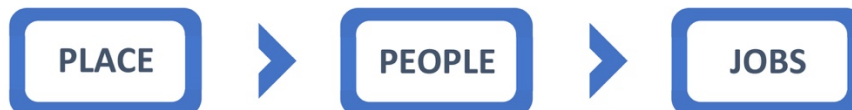
- Pivot the proactive marketing efforts and continue SEO efforts to drive traffic to the talent attraction website and improve user experience and engagement with a redesign.
- Expand the Talent Attraction Initiative video series with new video testimonials.
- Facilitate 1,000 connections with students 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.
- Create an "insider guide" about living and working in Springfield and distribute to 500 local students.
- Develop a marketing campaign targeted at GO CAPS alumni in order to encourage these students to return to or remain in the region as they enter the workforce.

## Springfield Business Development Corporation 2020 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 2020.

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

- › Focus on enhancing 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 and placemaking efforts.
- › Evolve the SREP Menu of Services to better align regional communities' needs with regional "readiness" goals.

### Real Estate Development

- › Continue to work with public sectors leadership to streamline the development process, create a development-friendly culture, and strengthen the Growth & Development Advisory Council's impact.
- › 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.

### 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.
- › Realign target industry marketing messages to better reflect key industries and future opportunities.



### Placemaking

- › Continue to advance the viability of approximately 10-20 community development projects through the Community Visioning effort.
- › Work with public-sector partners to continue to encourage significant involvement by the business community in the Forward SGF comprehensive planning process.
- › Ensure the messaging around placemaking and its direct tie to talent attraction/retention and ultimately to quality job creation is continually communicated to Chamber members and the community at-large.

### Messaging

- › Pivot the proactive marketing efforts and continue SEO efforts to drive traffic to the talent attraction website and improve user experience and engagement with a redesign.
- › Expand the Talent Attraction Initiative video series with new video testimonials.
- › Facilitate 1,000 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.
- › Create an "insider guide" about living and working in Springfield and distribute to 500 local students.
- › Develop a marketing campaign targeted at GO CAPS alumni in order to encourage these students to return to or remain in the region as they enter the workforce.

### Talent Pipeline

- › Continue to enhance the Teacher Externship program by adding an after-school track, growing the summer track, and providing scholarships for teacher projects in order to connect 100 teachers each year to business experiences.
- › Work closely with education partners, including OTC and MSU, to encourage significant use of the new Fast Track Workforce Incentive Grant by residents for jobs in high-demand fields in our region.
- › Collaborate with public sectors partners to streamline new and existing advisory groups that utilize business leaders to connect the tangible work of business to academic content.