



Strategic Action Plan

2022

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 2022, 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 regularly in the state Capitol on behalf of job creators and educate elected officials on legislative and regulatory issues.
- Utilize business and industry expertise to communicate Chamber legislative priorities and business community issues with local and state lawmakers.
- Capitalize on the unique asset of united priorities through regional coalitions, such as the Springfield Metro Partnership, and the statewide business community, such as the Missouri Major Metro Chamber Coalition, comprised of the four largest Chambers in the state.
- Track bills filed in state Capitol during legislative session and provide regular legislative updates on status of key priorities to all Chamber members.
- Connect business leaders with state and federal agencies to provide feedback on regulatory administrative rulemaking.

CONNECT | Trusted Convener, Inclusive Engager, Honest Broker

- Host the Public Policy Speaker Series to connect Chamber members with key elected officials and decision makers.
- Host the 5th annual State of the State event to provide Chamber members with an update from the Missouri Governor.
- Collaborate with the Springfield Metro Partnership to host statewide lawmakers at the Salute to Legislators reception.
- Support programs that foster mutual respect and trust among diverse segments of the community.
- Continue to engage the business community in efforts and programming that build social capital, strengthen community partnerships and foster diversity and inclusion in the community.
- Engage and support nonprofit leaders through Non-Profit Roundtable programming.
- Provide members with timely resources and programming to meet the needs of businesses.

EQUIP | Leading Catalyst, Astute Analyst

- Equip Chamber members to lead strategic conversations about policy issues and ballot initiatives and their impact on economic growth and job creation.
- Execute the annual Community Leadership Visit to connect Springfield business and community leaders with one another, while studying best practices and ideas that will benefit the region.
- Lead 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.
- Support Chamber-endorsed candidates for Springfield Public Schools Board of Education in the 2022 election.
- Serve as a resource on business community issues and economic development to candidates seeking public office.

GROWING YOUR BUSINESS (MEMBERSHIP)

DEVELOP | Leading Catalyst, Successful Closer

- Connect with at least 250 prospective members to discuss goals, opportunities, and benefits of Chamber investment.
- Continue to refine messaging of Chamber's value proposition to include direct business support, educational resources, advocacy, economic and workforce development, and networking opportunities.
- Based on current membership data, identify and prospect underrepresented segments of business.
- Customize database to easily identify Disadvantaged Business Entities (DBE) to better serve our members.
- Promote the Chamber Benefit Plan to increase the attractiveness of Chamber investment among small businesses in the Springfield area.
- Grow membership by engaging business leaders and leveraging existing relationships where possible and communicating the Chamber's value proposition.
- Enhance new member orientation process with appropriate communications and host four Maximize Your Membership events.
- Add additional sales staff support to enhance our sales pipeline while utilizing the Holman Sales Training.

ENGAGE | Energetic Promoter, Inclusive Engager

- Connect with every member through member communications and staff outreach.
- Continue to implement our member onboarding process with appropriate communications and materials.
- Continuously improve retention outreach efforts, broadening member understanding of the Chamber's mission and value proposition.
- Strengthen Chamber leadership connections with C-level decision-makers of major employers and large member institutions.
- Obtain member feedback to determine the value of Chamber membership and the effectiveness of events, programs, and communications.
- Report monthly and year-to-date progress on new member sales, member retention and canceled member activity to the Chamber Board of Directors and Membership Vice-Chair.
- Strengthen our ribbon cuttings to increase visibility for new and growing members on the Chamber's digital communications channels.
- Recognize new and renewed Chamber members each month online and through social media and congratulate members for positive press and charitable efforts by utilizing earned and social media monitoring software.
- Provide useful business education for small business members by hosting four 60-Minutes to Success programs, with oversight from the Small Business Council.
- Provide networking opportunities for members and prospective members by hosting ten Business After Hours events and two Biz Blitz speed networking events.
- Manage the annual Small Business Award application process to recognize small business success among the Chamber's membership.
- Refine REACH inventory to provide opportunities that meet the needs of Chamber members at all levels.

CREATING JOBS & BUSINESS INVESTMENT (ECONOMIC DEVELOPMENT)

The economic and workforce development work of the Chamber is carried out by the Springfield Business Development Corporation (SBDC). With the support of SBDC Investors and under the guidance of the SBDC Board of Directors, Chamber staff work to promote economic growth in the 10-county Springfield region and support the creation of jobs and investment, and growth of our workforce.

LOCATE | Astute Analyst, Successful Closer

- Actively manage more than 12 economic development projects at any point throughout the year and generate and respond to at least 50 project leads.
- Meet one-on-one with 100 site selection consultants to sell the Springfield region and understand the changing site selection criteria.
- Redefine the Business Retention & Expansion (BR|E) program to regularly engage employers with growth potential or that need assistance and gather intel on the overall climate of companies in the region.
- Conduct 100 formal BR|E “Business Visits” focused on a list of targeted businesses and report regularly on results and trends.
- Encourage continued volunteer engagement and participation through industry-specific committees, including the Transportation Committee.
- Build on the existing relationship between Fort Leonard Wood and the Springfield business community through leadership opportunities and the 2022 Ft. Leonard Wood visit.

BUILD | Leading Catalyst, Trusted Convener

- Foster strategic conversations with private and public sector partners to identify challenges and key areas of improvement in development processes to ensure progress and accountability.
- Through Voice of Business Committee, monitor all aspects of Springfield City Council governance and weigh in as appropriate on matters impacting business community, including streamlining the process for development.
- Continue to advance the viability of approximately a dozen community development projects identified through the Community Visioning effort.
- 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.
- Utilize annual data trends to measure community progress on population and migration, workforce and employment, and income and wages.
- Work with Springfield partners to conduct due diligence on at least one large-scale industrial site and work toward improvements needed to bring other development-ready sites to the market.
- Work with Regional Partners to establish more “readiness” for economic development projects by certifying three (3) additional sites/parks.

DEVELOPING OUR WORKFORCE (WORKFORCE DEVELOPMENT)

EDUCATE | Trusted Convener, Leading Catalyst

- Continue to provide opportunities for teachers to engage through in-person and virtual programming, such as the Teacher Externship program, in order to connect 100 teachers each year to business experiences.
- Evaluate the GO CAPS program (and others) to maximize effectiveness and to ensure these efforts adapt well to rapidly changing needs of employers.
- Develop a “guiding philosophy” for the Chamber/SBDC’s workforce development efforts.

MESSAGE | Leading Catalyst, Energetic Promoter

- Pivot the proactive marketing efforts and continue SEO efforts to drive traffic to the redesigned talent attraction website.
- Expand the Talent Attraction Initiative video series with new video testimonials.
- Conduct targeted outreach to underrepresented industries to ensure The Network remains the premier organization for young professionals throughout the Springfield community.
- Facilitate 1,000 connections virtually and in-person 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.
- Distribute CampuSGF, an insider guide to Springfield for college students to 3,000 students.
- Targeted outreach to 685 GO CAPS alumni to encourage students to return to or remain in the region as they enter the workforce by way of a direct mailing and video content distributed via social media outlets and email.