

MODEL EXCELLENCE

**CULTIVATE
TALENT**

**FOSTER
BUSINESS
VITALITY**

STEWARDSHIP

Vision Statement A welcoming community known for its courageous leadership, flourishing economy, and quality of place.

Mission Statement Fostering a prosperous community by strengthening, representing, and promoting business.

Organizational Values Model EXCELLENCE | Embody INNOVATION | Demonstrate INTEGRITY | Practice STEWARDSHIP | Deliver a WELCOMING Experience

Key Initiatives

MODEL EXCELLENCE

Brand Ambassadorship | Chamber Home | Culture of Innovation

Leading by example, the Chamber embraces “excellence” in every aspect of the organization: internally and externally; with staff, members and partners; in its programs, initiatives and advocacy efforts. By modeling excellence we seek to inspire the same throughout our community.

FOSTER BUSINESS VITALITY

Business Resource Hub 2.0 | Business Advocacy

The Chamber is a trusted convener and provider of business resources. We foster collaboration, education, training, and advocacy in support of entrepreneurial endeavors, a healthy business climate, and a high quality of life and place value. We recognize the systemic interdependencies of a healthy economy and provide an ear and a voice for local business at the confluence of government, commerce, and community.

CULTIVATE TALENT

WorkReady 2.0 | Professional & Civic Leadership

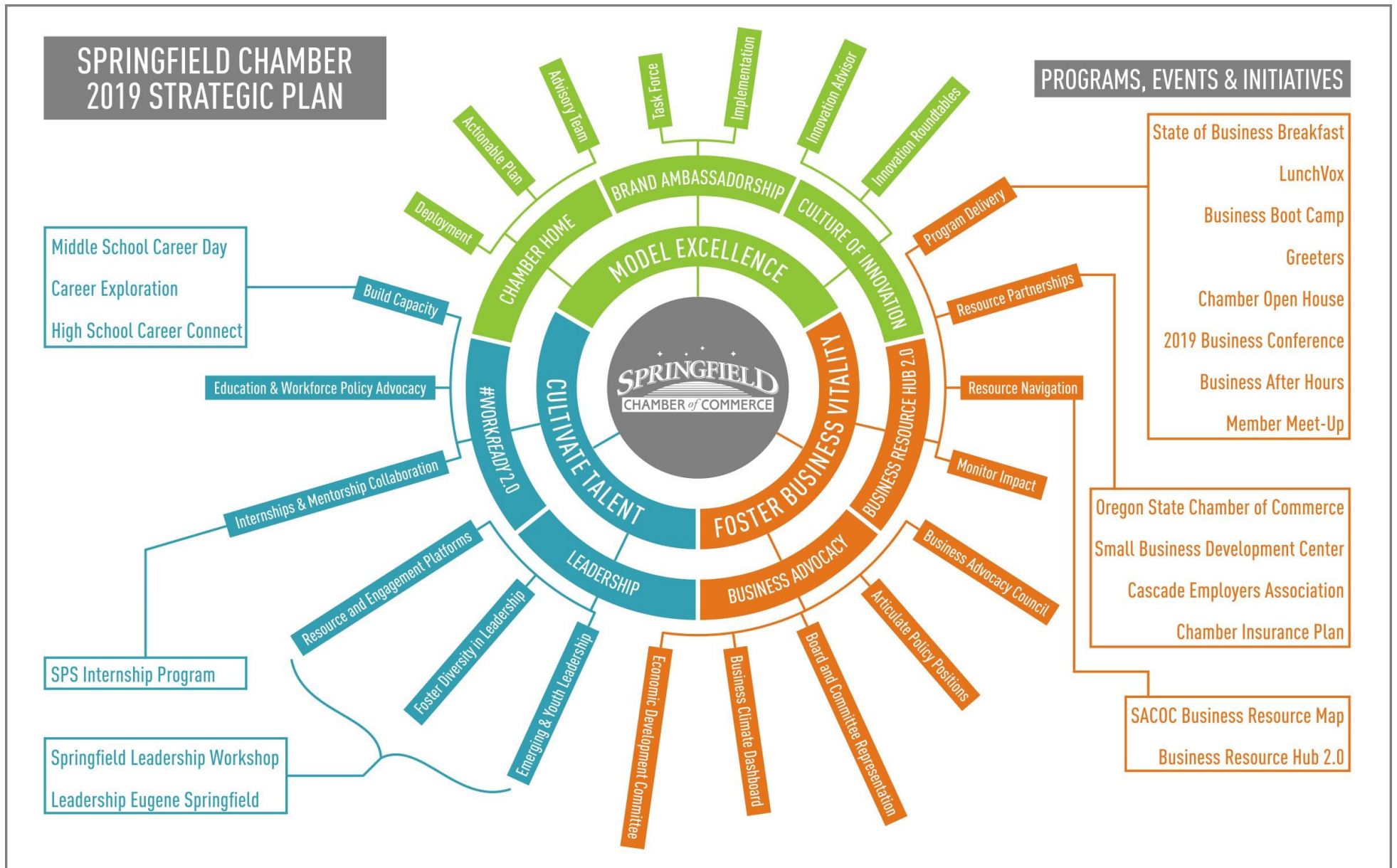
The Chamber plays a vital role in leadership development and workforce readiness. We understand and appreciate diversity, and seek to optimize talent in all forms to ensure economic vitality, economic opportunity, and quality of life.

ORGANIZATIONAL STEWARDSHIP

Chamber Experience | Accountability | Leadership | Professionalism

The Chamber board of directors and professional staff embrace high standards and best practices in their role as stewards over member and community resource commitments. Together we commit to high Value on Investment for Chamber members, the best possible Chamber Experience, and the most effective use of resources through a mission-centric strategic plan, transparency, and accountability.

VISUAL MAP Strategic Plan 2019-2020



MODEL EXCELLENCE: Leading by example, the Chamber embraces “excellence” in every aspect of the organization: internally and externally; with staff, members and partners; in its programs, initiatives and advocacy efforts. By modeling excellence we seek to inspire the same throughout our community.

ME1 KEY INITIATIVES	STRATEGIC GOALS	COMMITTEES/VOL LSHIP	TIMELINE/DELIVERABLES	DESIRED OUTCOME
<p>BRAND AMBASSADORSHIP</p> <p>We MODEL EXCELLENCE as Chamber and Community Brand Ambassadors through a strong brand identity and supporting narrative that is authentic to the Springfield Area Chamber community; delivering value to Chamber members and economic development partners.</p>	<p>Goal One Convene a Brand and Marketing Strategy Task Force championed by a board member to facilitate the development and completion of a new Springfield Chamber Brand, Marketing and Promotions Strategic Plan.</p> <p>Goal Two Implement Brand and Marketing Plan endorsed by the board and supported by budget, brand ambassadors (members), community partners, and staff.</p>	<p>Volunteer Leadership Resources: Board Champion (Tab Davis); Ad Hoc Advisory (3-5)</p> <p>Chamber Committee inputs: Committee Chairs</p> <p>Community Members: External orientation requires partner inputs from econ devt / community agencies (TLC, City, SUB, WL)</p>	<p>Q3-Q4 A comprehensive brand and marketing roll out and implementation strategy will be presented and adopted by leadership and will include: Brand Images Mission, Values Member VOI Public Relations Member Relations Chamber Promotions Community Promotions Story Curation and Telling Metrics (Process/Qual/Quan)</p> <p>2019-2020 Meet implementation goals identified in the brand and marketing strategy first phase roll-out according to board-approved and will meet metrics identified.</p>	<p>We are highly effective communicators of the value of business and of the Springfield Chamber community across targeted audiences, supporting marketing and promotions of the greater Springfield economy.</p>

ME2 KEY INITIATIVES	STRATEGIC GOALS	COMMITTEES/VOL LSHIP	TIMELINE/DELIVERABLES	DESIRED OUTCOME
<p>CHAMBER HOME</p> <p>We MODEL EXCELLENCE in Facility, Space, and Service Standards that Promote a Business-Friendly Culture of Innovation and Entrepreneurship where economic opportunity and collaboration thrives, and where the Springfield Chamber business community calls home.</p>	<p>Goal One Launch Chamber Home advisory team charged with articulation of vision and commitment of funding.</p> <p>Goal Two Develop an Actionable Plan with Clearly Identified Steps to Realization including facility specs, scope of work, and financing.</p> <p>Goal Three Deploy CEO-Board-Advisory level individuals in a targeted campaign to secure strategic public-private partner commitments.</p>	<p>Volunteer Leadership Resources: Ad Hoc Advisory (3-5)</p> <p>Chamber Committee inputs: Economic Development, Education</p> <p>Chamber Member partners: Private sector entrepreneurial sector partner inputs, local government agency inputs.</p>	<p>Q1-2 Champion identified and a consultant hired to convene and work with Chamber Home advisory</p> <p>Board Resolution and Seed Money Announced</p> <p>Q2-4 Facility Specs and Conceptual Designs Delivered</p> <p>Feasibility Study and Pathway to Financing Delivered</p> <p>Partners Identified and Convened; Inputs Inventoried; Agreements and Commitments Secured</p>	<p>The Springfield Chamber of Commerce is housed in a modern facility with flexible and complementary workspace and provision for full service business resource programming fostering innovation, collaboration, economic opportunity, learning, and entrepreneurial endeavor.</p>

ME3 KEY INITIATIVES	STRATEGIC GOALS	COMMITTEES/VOL LSHIP	TIMELINE/DELIVERABLES	DESIRED OUTCOME
<p>PROMOTE A CULTURE OF INNOVATION</p> <p>We MODEL EXCELLENCE through early adoption of innovative concepts, ideas, results, and solutions that advance Springfield’s renaissance and entrepreneurial values.</p>	<p>Goal One Appoint an Innovation & Entrepreneurship Advisor (Title TBA)</p> <p>Goal Two Convene Quarterly Innovators/CEO Roundtable Meetings with Board/Local Leaders & Entrepreneurs</p>	<p>Volunteer Resources: Innovation & Entrepreneurship Advisor (Title TBA)</p> <p>Chamber Committee inputs: Committee Chairs</p>	<p>Q1-Q2 Innovation Advisor appointed (new board level or ex-officio board level position)</p> <p>2019 – 2020 Added value to Chamber member VOI as measured by program and service engagement levels and member recruitment & retention metrics.</p> <p>Net year-over-year growth of Chamber talent and catalytic cross-gen leader engagement</p> <p>Q4 2020 Complete a staff-board entrepreneurial- driven project.</p>	<p>Chamber staff and member leaders actively foster a culture of creative thinking and problem-solving through their Chamber role, and engage in thought leadership reading and learning to advance their Chamber leadership abilities.</p>

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FBV1 KEY INITIATIVES	STRATEGIC GOALS	COMMITTEES/VOL LSHIP	TIMELINE/DELIVERABLES	DESIRED OUTCOME
<p>BUSINESS RESOURCE HUB 2.0</p> <p>We FOSTER BUSINESS VITALITY by creating and curating a full-featured and accessible suite of business resource offerings, including but not limited to education, consultation, connection and navigation of all these components.</p>	<p>Goal One Deliver fully supported and highly rated business development and networking programs: State of Business (New) LunchVox, Business Boot Camp, Chamber Open House, Annual Business Conference, Greeters B2B Network, Other</p> <p>Goal Two Secure strong, reciprocal relationships with all resource partners as identified on the regional <i>Business Resource Map</i> ©2017SACOC.</p> <p>Goal Three Facilitate cross collaborative efforts and communications to ensure Chamber role as a resource provider and navigator is a prominently represented aspect of the Chamber’s brand.</p> <p>Goal Four Create Metrics Dashboard for BRH and Monitor for Impact</p>	<p>Chamber Committee: Economic Development Council Membership Committee Greeters Committee Government Issues Committee</p> <p>Chamber Committee: Economic Development Council</p>	<p>Q2 Hold New State of Business/Chamber Breakfast</p> <p>Q3-Q4 Business Resource Hub (naming tbd) brand and marketing materials are streamlined, completed, and integrated within overall Brand Identity and Marketing Strategic Plan.</p> <p>Membership division meets targeted outreach goal</p> <p>Q3-Q4 New BRH Dashboard is completed and bi-annual reports submitted</p> <p>Q3-Q4 Related dashboard metric goals are achieved</p>	<p>Member and community businesses will feel confident that, as needs arise, a robust network of resources will be available to help.</p> <p>Member and community businesses will recognize the Springfield Chamber as the primary contact for delivery of, and connection to, these resources.</p>

FBV2 KEY INITIATIVES	STRATEGIC GOALS	COMMITTEES/VOL LSHIP	TIMELINE/DELIVERABLES	DESIRED OUTCOME
<p>BUSINESS ADVOCACY</p> <p>We ADVOCATE for BUSINESS by increasing visibility, dialogue, and representation at local, state, and federal policy circles around issues of impact and interest to our members.</p>	<p>Goal One Create GIC Business Advocacy Council to Align Chamber committee policy priorities and to leverage impact</p> <p>Goal Two Articulate Economic Development Priority Positions</p> <p>Goal Three Represent business and facilitate key economic development priorities on project and community boards and advisories</p> <p>Goal Four Create Dashboard to Measure Competitive Business Climate</p> <p>Goal Four Convene Econ Devt Committee Meetings</p>	<p>Chamber Committee: Government Issues Committee, Business Advocacy Council</p> <p>Chamber Committee: Economic Development Committee, Council</p>	<p>Q1-2 A GIC Business Advocacy Council will be formed and comprised of committed members who study legislative issues and recommend positions to the board.</p> <p>Economic Development Committee Work Plan will include Priority Positions and Dashboard Metrics to guide Econ Devt work.</p> <p>The Econ Devt Committee will convene meetings to ensure an effective communication and feedback loop between members and appointees on issues of high priority and impact to business community.</p>	<p>Members will benefit from grassroots engagement programs, efforts, and representation of their interests at local, state and federal policy; they will understand and connect the value of the Chamber's advocacy efforts and outcomes to their business.</p>

CULTIVATE TALENT: The Chamber plays a vital role in leadership development and workforce readiness. We understand and appreciate diversity, and seek to optimize talent in all forms to ensure economic vitality, economic opportunity, and quality of life.

CT1 KEY INITIATIVES	STRATEGIC GOALS	COMMITTEES/VOL LSHIP	TIMELINE/DELIVERABLES	DESIRED OUTCOME
<p>WORKREADY 2.0</p> <p>We BUILD ON strong existing #WORKREADY programs and partnerships through increased employer engagement, public-private collaboration, policy advocacy, and implementation of targeted strategies.</p>	<p>Goal One Build capacity to sustain and grow meeting the demand for impactful WorkReady deliverables (funding, partners)</p> <p>Goal Two Take an active role in education and workforce, policy advocacy as it relates to WorkReady specific goals (i.e. apprenticeship, CTE K12 and college education, labor)</p> <p>Goal Three Collaborate with school district to implement internship program and support build out of student-business mentorships.</p>	<p>Chamber Committee: Education Committee Board of Directors support</p> <p>Volunteer Resources: Program specific volunteers</p>	<p>2019-2020 Secure resources above budgeted funding levels: grants, partners, multi-year funding commitments, endorsements.</p> <p>Q1-Q4 Represented at Chamber and Community boards and discussions; OSCC policy position reflects WorkReady</p> <p>Q3 School District Internship placement program launched with Chamber support for industry matching; school district's tracking dashboard in place.</p>	<p>WorkReady is a sustainable and results-driven public-private talent and workforce development model as defined by clearly articulated goals and impacts, qualitative and quantitative outcomes, endorsements, and adoption in peer communities.</p>

CT2 KEY INITIATIVES	STRATEGIC GOALS	COMMITTEES/VOL LSHIP	TIMELINE/DELIVERABLES	DESIRED OUTCOME
<p>PROFESSIONAL & CIVIC LEADERSHIP DEV'T</p> <p>We BUILD ON strong existing programs to strengthen multi-generational mentorships and cultivate YOUTH and DIVERSITY in the business and civic leadership pipeline.</p>	<p>Goal One Develop virtual and real resource and engagement platforms to support and promote collaboration, connections, and leadership development.</p> <p>Goal Two Create a complementary suite of programs that increase youth and diversity in business and civic leadership.</p> <p>Goal Three Actively engage youth and emerging leaders in business and civic leadership programs such as: Annual Conference, Chamber member and staff job shadows, participation on Chamber committees, and at Chamber events.</p>	<p>Chamber Committees: SLW Steering Committee LES Steering Committee</p> <p>Chamber Committees: Business Conference Program Committees</p> <p>Chamber Committees: All Committee Chairs</p>	<p>Q3 Launch online platform.</p> <p>Business Conference (Leadership) will offer engagement and learning opportunities.</p> <p>Q3 Business Conference will offer tracks supporting diversity and youth engagement.</p> <p>Q1-Q4 One Chamber Job shadow or internship offered; Incentives offered (vouchers, comp admission, sponsored seats, etc) to youth or other emerging leader groups at Chamber programs/events.</p>	<p>The Chamber's local and regional leadership programs are aligned with high value outputs that meet the need of employer and community leadership training and pipeline cultivation</p>

ORGANIZATIONAL STEWARDSHIP: The Chamber board of directors and professional staff embrace high standards and best practices in their role as stewards over member and community resource commitments. Together we commit to high Value on Investment for Chamber members, the best possible Chamber Experience, and the most effective use of resources through a mission-centric strategic plan, transparency, and accountability.

OS1-2 KEY INITIATIVES	STRATEGIC GOALS	COMMITTEES/VOL LSHIP	TIMELINE/DELIVERABLES	DESIRED OUTCOME
CHAMBER EXPERIENCE	<p>Goal One Update Qualitative and Quantitative Experience Metrics; proactively monitor, respond and adjust for high member VOI</p>	<p>Chamber Committee: Exec Committee/Board</p> <p>Committee Inputs: All</p>	<p>Q1-Q4 Standardized Qualitative and Quantitative Membership Metrics reported monthly, quarterly, semi-annually, and annually.</p>	<p>The Chamber experience aligns with Chamber values, mission, priorities, and desired outcomes where integrity, optimism, collaboration, results, and an overall positive experience (and other) are tangible and consistent.</p>
ACCOUNTABILITY	<p>Goal One Publish Annual Strategic Plan and Impact Report</p> <p>Goal Two Conduct Dues Increase Analysis & Draft Roll-Out Plan for Board Considerat'n</p> <p>Goal Three Consider establishing 501(c)3</p>	<p>Chamber Committee: Board of Directors</p> <p>Chamber Committee: Membership Committee</p> <p>Committee Inputs: Finance Committee</p> <p>Chamber Committee: Exec Committee</p> <p>Committee Inputs: Finance Committee</p>	<p>Q42019-Q12020 Chamber Impacts will be published to annually.</p> <p>Q1-Q2 Analysis and report completed 2-3 year out: Programs and Services fully resourced</p> <p>Q3-Q4 Determination made; Legal/Documentation Drafted</p> <p>Q4 Budgeted growth goal of 2.5% will be met in FY2019</p>	<p>The Chamber will maintain long-term financial security, transparency, and accountability.</p>

OS3-4 KEY INITIATIVES	STRATEGIC GOALS	COMMITTEES/VOL LSHIP	TIMELINE/DELIVERABLES	DESIRED OUTCOME
LEADERSHIP	<p>Goal One Actively develop current and future Chamber leaders</p> <p>Goal Two Design and conduct board self-assessment</p> <p>Goal Three Prospect and develop diverse board and committee leadership pipeline</p> <p>Goal Four Strengthen Greeter-to-Chamber at large integration with focus on communicating Chamber/Greeter VOI, increased board participation, and brand</p>	<p>Chamber Committee: Executive Committee</p> <p>Chamber Committee: Executive Committee</p> <p>Chamber Committee: Nominating Committee</p> <p>Chamber Committee: Greeters-Board</p>	<p>Q1-Q2 Appointment of Board Leadership Skills Development Champion</p> <p>Q2 Board Self-Assessment Survey</p> <p>Q1-Q4 10 Peer-to-Peer Prospect Meetings Convened</p> <p>2019-2020 Achievement of Board appointment, diversity and performance expectations. (See: Board Profile; Develop new board self-assessment)</p>	<p>Board and Committee volunteer leaders will model a high standard of excellence in service to the Chamber community, and will develop a strong and diverse pool of qualified prospects ensuring a strong leadership pipeline.</p>
PROFESSIONALISM	<p>Goal One Review and update employee policy handbook.</p> <p>Goal Two Integrate newly articulated value statements in performance evaluations and job position descriptions/recruitment</p>	<p>Chamber Committee: Ad Hoc HR Policy Review Working Group</p>	<p>Q2-Q3 Employee policy handbook will be updated to reflect values, benefits, and policy aligned with best practices.</p> <p>Q3-Q4 Job descriptions and performance evaluations will reflect values.</p>	<p>The Chamber has a clear set of professional values and expectations, provides competitive wages, benefits, professional development, and advancement opportunities that enhance and support the productivity and success of a competent professional team.</p>