

OLD TOWN WINCHESTER

Three-Year Strategic Plan

2019 - 2021

TOP OF VIRGINIA
REGIONAL CHAMBER



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Finalized
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v1.3

Table of Contents

Introduction.....	1
Executive Summary.....	2
Components of the Strategic Plan.....	3
Core Ideology	5
Core Values	5
Purpose	6
Mission.....	6
Long Term Strategic Thinking.....	7
Strategic Anchors	8
Hedgehog	9
BHAG (10 Years)	10
Sandbox	11
Value Proposition	12
Brand Promise.....	12
SWOT Analysis	12
Strengths (Internal).....	12
Weaknesses (Internal)	13
Opportunities (External)	13
Threats (External).....	13
Execution and Results	14
Three-Year Key Focus Areas.....	15
Metrics.....	15
One-Year Key Initiatives	17
Metrics.....	17
First Year Quarterly Priorities	19
Q1.....	19
Q2.....	20
Q3.....	21
Q4.....	22
The Execution Roadmap Document	24
Conclusion.....	27

Introduction

2019-2021 Top of Virginia Regional Chamber Strategic Plan

Many thanks to the Board of Directors for their work in providing the leadership, guidance, and direction necessary to the CEO, Staff, and Strategist to make this Strategic Plan for 2019-2021 possible.

The Top of Virginia Regional Chamber CEO and Staff provided a tremendous amount of legwork in the compilation and preparation of the document prior to the Board Work Session in August of 2018.

The strategic plan for the Top of Virginia Regional Chamber is many things. It is not only a planning document, but a visionary document as well as document to facilitate execution of the plan.

The format of this plan was to utilize a tool entitled “The Execution Roadmap”. This gives the Board, CEO, Staff and stakeholders the opportunity to review the entire strategic plan on one sheet of paper. It also contains a unique focus on the top three to five Key Focus Areas for the three-year period and an ever-narrowing focus on the following:

- Key Initiatives to be implemented in Year 1 of the Plan with Metrics
- Key Initiatives to carry those out on a quarter by quarter basis (Year 1 Q1-Q4)
- Limiting the scope of both to a manageable three to five key priorities for all time frames
- Owner and Metrics for Quarterly Priorities

This plan document will start with the Execution Roadmap and flush out each section of the roadmap with definitions and other relevant information.

It has been a true pleasure working with all of the Board, CEO, Staff, and members of the community who have invested their valuable time into the preparation of this document.

Steeped in over 100 years of experience and tradition, I am looking forward to the next three years and beyond of the Top of Virginia Regional Chamber making a much greater impact in the community than ever before.

Sincerely,

A handwritten signature in black ink, appearing to read "Dave", with a stylized flourish at the end.

Dave

Executive Summary – Top of Virginia Regional Chamber Strategic Plan

The summation of the Top of Virginia Regional Chamber's Strategic Plan is incorporated in the "Execution Roadmap" – Your Strategic Plan on One Sheet of Paper. This Roadmap is attached as an addendum at the end of the Strategic Plan document and the Executive Summary is meant to serve as a brief overview of the key concepts.

Vision:

The vision of the Top of Virginia Regional Chamber is to *be the voice of business for the City of Winchester, Clarke County, and Frederick County, Virginia.*

Purpose:

The purpose of the Top of Virginia Regional Chamber, the reason we exist, is *to connect business and community resources for mutual success.*

Mission:

The mission of the Top of Virginia Regional Chamber is to provide programs and services to enhance the business and professional development of our members.

Core Values:

The Top of Virginia Regional Chamber holds to five core values (S.L.I.C.E.):

- **Sustainability:** Build a legacy of economic strength and opportunity for generations to come.
- **Leadership:** Provide solutions and resources that impact the direction of the community.
- **Integrity:** Transparent and ethical in principle and practice.
- **Collaboration:** Facilitate business partnerships mutually beneficial to chamber members and the community.
- **Excellence:** Serve our members and community by demonstrating best practices.

Strategic Anchors:

The Top of Virginia Regional Chamber operates with three strategic anchors that drives our operation:

1. We are a **Service-Oriented** organization which is
2. **Business Focused** and achieves its goals by
3. **Connecting Community Partners** within the Top of Virginia Region.

Key Focus Areas for 2019 – 2021

Our key focus areas for the next three years are to:

1. Increase Membership
2. Financial Stability and Revenue Growth
3. Position the Top of Virginia Regional Chamber as "The Hub"
4. Branding and Marketing

The remainder of the document expounds upon these key themes which are a synopsis of the Execution Roadmap Strategic Planning Document enclosed.

A historical map of Frederick County, Maryland, with a yellowish tint. The map shows various towns and geographical features. At the top, Martinsburg is visible. Below it are Hinkle and Cross Jct. Further down are Cigar Brook and Stephenso. The center of the map features the name FREDERICK in large, bold letters. Below Frederick are towns like Gaylord, Bernstown, and Berry. The bottom section shows Strasburg, Middletown, and Brook. The map also includes the names of several rivers and creeks, such as the Potomac River and C. Opequary. The text "Components of 2019-2021 TVRC Strategic Plan" is overlaid in the center in a bold, black font.

Components of 2019-2021 TVRC Strategic Plan

Components of 2019-2021 TVRC Strategic Plan

The following are the component parts of the 2019-2021 Top of Virginia Regional Chamber Strategic Plan as prepared utilizing the strategic planning tool.

- **Core Ideology**
 - Core Values
 - Purpose
 - Mission
- **Long Term Strategic Thinking**
 - Strategic Anchors (3)
 - Hedgehog
 - Passionate about
 - Can be best in the world
 - Economic Engine (revenue per X)
 - Sandbox
 - Geographic Served
 - Target Customer Segments
 - Products and Services Provided
 - BHAG (10 years)
 - Value Proposition
 - Brand Promise
- **SWOT Analysis**
 - Strengths (internal)
 - Weakness (internal)
 - Opportunities (external)
 - Threats (external)
- **Execution and Results**
 - Key Focus Areas for the Next 3 years (Top 3-5 only)
 - Key Initiatives for the Next Year (Top 3-5 most important only)
 - Breakdown of Q1-Q4 Priorities (Top 3-5) with owner
 - Metrics for all categories

Core Ideology: Core Values

The Core Ideology section of the document is comprised of three components: Core Values, Purpose, and Mission.

Core Values

Core values are the beliefs that guide an organizations actions, unite its employees, and defines its brand. It is a small set of essential and enduring tenants. Certain key components of core values are:

- There are only 3-5 at most
 - *Most people cannot remember and articulate more than this and if they can't readily remember them and cite them, how can they live them?*
- They are one word with a single sentence definition
- They do not change in response to market conditions
- They should be evident to all

The core values of the Top of Virginia Regional Chamber can be summarized in the acronym S.L.I.C.E.

- **S: Sustainability.**
 - *Build a legacy of economic strength and opportunity for generations to come*
- **L: Leadership**
 - *Provide solutions and resources that impact the direction of the community*
- **I: Integrity**
 - *Always be transparent and ethical in principle and practice*
- **C: Collaboration**
 - *Facilitate business partnerships that are mutually beneficial to chamber members and the community*
- **E: Excellence**
 - *Serve our members and community by demonstrating best business practices*

Our core values are utilized in a three-fold manner:

1. A guideline for our behavior
2. A framework for our decision-making
3. Hiring - both staff and volunteers (*board, ambassadors, committee members & leaders, etc.*)

Core Ideology: Purpose & Mission

VISION

The vision statement was carried over from the previous TVRC Strategic Plan.
The vision of the Top of Virginia Regional Chamber is to be the voice of business for the City of Winchester, Clarke County, and Frederick County, Virginia.

PURPOSE

The purpose statement for the Top of Virginia Regional Chamber serves to answer one specific question: As an organization, Why Do We Exist

Purpose Statement for the Top of Virginia Regional Chamber:
The purpose of the Top of Virginia Regional Chamber is to connect business and community resources for mutual success.

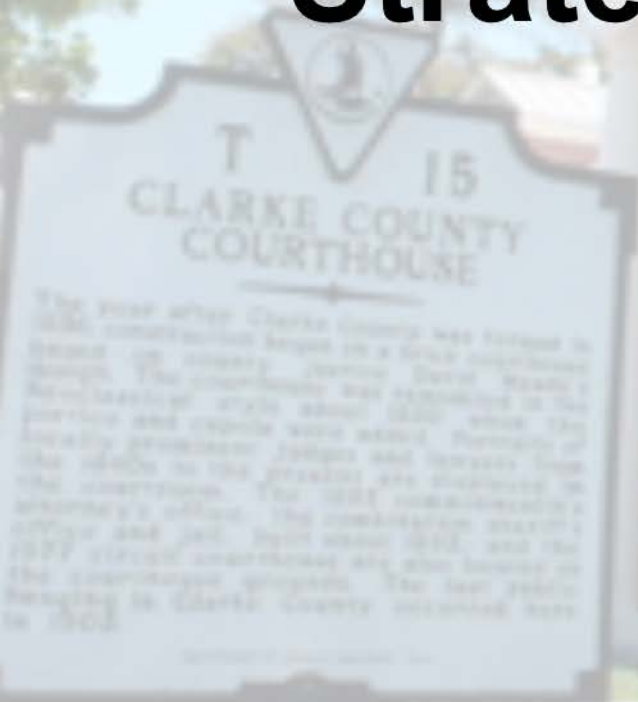
MISSION

The mission statement is a written declaration of that provides additional specificity, clarity and focus to the Purpose of the organization. The mission is linked to the purpose of the organization and helps serve as a statement of direction.

Mission Statement for the Top of Virginia Regional Chamber:
The mission of the Top of Virginia Regional Chamber is to provide programs and services to meet the business and professional needs of our members.



Long-Term Strategic Thinking



Long-Term Strategic Thinking

The Long-Term Strategic Thinking section of the document is comprised of multiple components and is the “big picture” strategic view of the organization. It is comprised of the following components:

- Strategic Anchors (3)
- Hedgehog Concept
- BHAG (10-30 years)
- Sandbox
- Value Proposition
- Brand Promise

This section of the document will go through these components and provide definitions for each.

Strategic Anchors

Strategic Anchors are defined as those things that we do as a chamber that, when combined together, creates our “Secret Sauce” or “Magic Formula”.

Similar to most of the areas the strategic plan – this is limited to only three items as to focus on what are the most important concepts.

The three strategic anchors identified by the Board for the Top of Virginia Regional Chamber are:

1. We are Service-Oriented
2. We are Business-Focused
3. We Connect Community Partners

When we focus on being service-oriented specifically with a business focus while connecting our community partners, this is truly our magic formula for being a successful chamber.

Hedgehog Concept (explained)

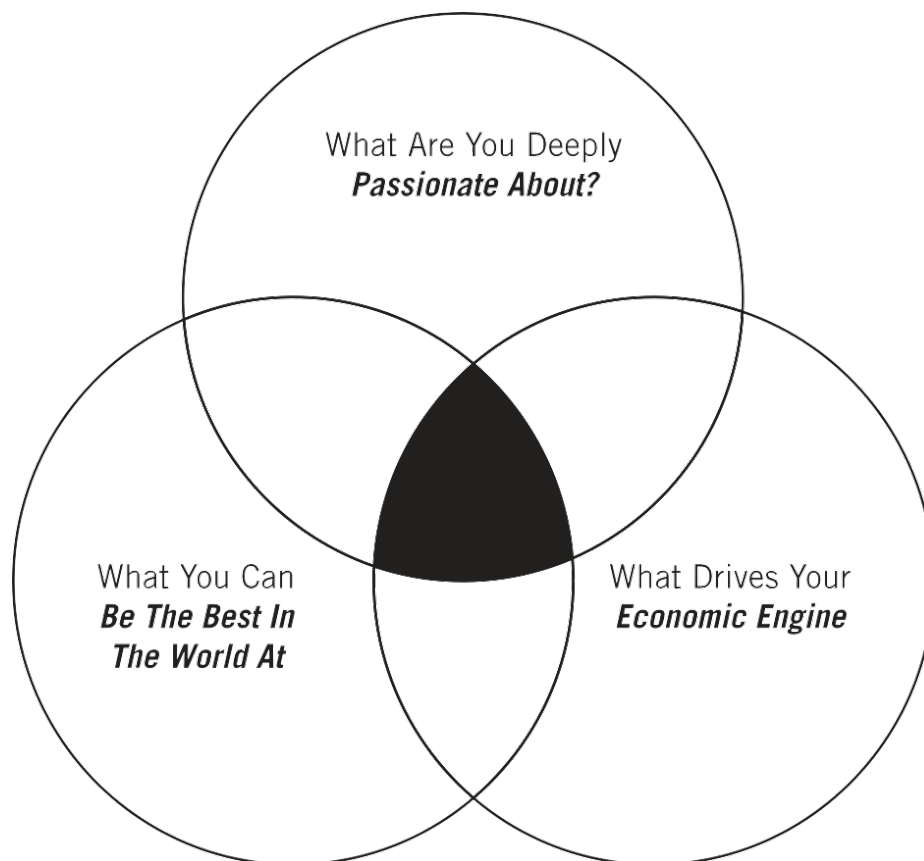
The Hedgehog Concept for organizations was developed and originally described by Jim Collins in his book, *Good to Great*. The original idea for this came from the famous essay “The Hedgehog and the Fox” by Isaiah Berlin.

Mr. Berlin divided the world into hedgehogs and foxes based on an ancient Greek parable. The crux of the parable states: The fox knows many things, but the hedgehog knows one big thing”.

In his book, Jim Collins describes that like the ancient Greek parable, organizations that went from “Good to Great” were similar to hedgehogs. They had a drive and a focus based on the convergence of three things.

The organizations that did not were led by those who tended to be foxes in Mr. Collins’ opinion. They never gained the clarifying advantage of the Hedgehog Concept because they were “scattered, diffused and inconsistent” according to Collins.

Three Circles of the Hedgehog Concept



Hedgehog Concept

The three components of our Hedgehog Concept are as follows:

What are we passionate about?

- A thriving business community in the Top of Virginia Region

What can we be the best in the world at?

- Connecting people and resources to build that thriving business community

What is our Economic Engine (Revenue per X)

- Membership Dues (Member Value)
-

BHAG: Big Hairy Audacious Goal (10 to 30-year vision)

As with the Hedgehog Concept, the term Big Hairy Audacious Goal or BHAG was originated by Jim Collins and Jerry Porras in the book *Built to Last: Successful Habits of Visionary Companies*. It is meant to define a goal that is visionary and compelling.

"A true BHAG is clear and compelling, serves as unifying focal point of effort, and acts as a clear catalyst for team spirit. It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines."

— Collins and Porras, *Built to Last: Successful Habits of Visionary Companies*

The BHAG is meant to be at the convergence of the hedgehog concept: What we are deeply passionate about, what we can be the best in the world at, and what drives our economic engine.

This strategic planning process chose to look at the BHAG for 10 years out. The TVRC's BHAG was identified as such:

Build Financial Resources to achieve 1 year of working capital in the bank
(as of 2018, approximately \$350,000)

There were certain other goals and objectives that were identified during the board work session which would be necessary component parts to the accomplishment of the BHAG of building financial resources to achieve one (1) year of working capital in the bank to cover expenses. As of late 2018, that dollar amount was approximately \$350,000.

The component parts included the following:

- Double Membership
 - The Top of Virginia Chamber would necessarily need to double its membership from current 2018 levels of 850 members to approximately 1700 members in ten (10) years.
 - Increase non-dues revenue to 50%
 - The need was identified to increase non-dues revenue to approximately fifty percent (50%). This could be accomplished through increased event participation; non-dues revenue such as the CGI project in 2018, and other subscription-based initiatives; and other innovative programs that are not tied to membership levels or dues.
 - Increase market share by 25%
 - It was identified that an increase in market share of total businesses in the Top of Virginia region who are Chamber members by a level of twenty-five percent (25%)
 - Become Chamber of the Year (either State or National)
 - Similar to an organization going through an accreditation process, the process of the Top of Virginia Regional Chamber working to achieve a “Chamber of the Year” status from a state or national organization will by default need to bring about improvements, changes to processes, and innovation which will improve the overall status of the chamber.
-

Sandbox

The sandbox section looks to identify in casual terms, in what “sandbox” do we play? What is our geographic, target customer segments, and products and services provided.

Geographic:

Top of Virginia Region (Clarke County, VA; Frederick County, VA; City of Winchester)

Target Customer Segments:

Businesses within Top of Virginia Region (Clarke County, VA; Frederick County, VA; City of Winchester)

Products and Services Provided:

Networking; Education & Programs; Advocacy Commitment; Experience

Value Proposition

Our value proposition is a customer-focused statement of our purpose.

- ***Connecting your business with right resources for your success.***
-

Brand Promise

A brand promise is an extension of our positioning and spells out how we deliver our services or “brand” to the public.

There are three components to a brand promise:

1. It must convey a compelling benefit
2. It must be authentic and credible
3. It must be kept every time.

The Brand Promise of the Top of Virginia Regional Chamber is:

- ***Connecting our business and community resources to achieve mutual success.***
-

SWOT Analysis

A SWOT analysis was initially performed by the CEO and Staff of the chamber and this was utilized as a working document for the Board.

This is the final list of Strengths, Weaknesses, Opportunities, and Threats identified by the board. As with most items, these are limited to 3-5 at most for focus.

Strengths

- Networking and marketing opportunities
- Events and Programs

- Being Member Focused
- Chamber Staff
- Building and Making Connections

Weaknesses

- Our Financial Status
- Having a More Balanced Board (demographic, business size, etc.; ex-officio members)
- Having an Aging building / Location of the Building
- Future Chamber Relevancy
- Not having a Sales Focus

Opportunities

- Increase involvement with Crisis Management
- Improve branding & marketing
- Increase non-dues revenue
- Review our current membership dues structure
- Expand partnerships (*Mastermind groups, Councils, work closer with "competing" groups, mentorship programs*)

Threats

- Competing organizations & duplication of efforts
- Other organizations that compete for limited time and revenue
- Membership attrition





Execution and Results

Execution and Results: Three-Year Key Focus Areas

This portion is on page 2 of the Execution Roadmap and is the tactical portion of the plan that helps to ensure proper execution of the plan so the plan stays relevant and does not collect dust on a shelf.

The strategic plan is a living breathing document meant to drive strategy and execution in the next three years and beyond.

This section helps drive that application. As with the rest of the document, there are only 3-5 areas of focus as to maintain clarity. The Board identified four key focus areas for the next three-year period ending December 31, 2021.

Three-Year Key Focus Areas for 2019 – 2021:

- 1. Increase Membership**
- 2. Financial Stability and Revenue Growth**
- 3. Establish Ourselves and “The Hub”**
- 4. Branding**

Key Metrics for Success (*Three-Year Key Focus Areas*).

Within this Execution and Results section, there are metrics tied to each focus area and key initiative to the greatest extent possible.

Here are the metrics for the Three-year key focus areas.

1. Increase Membership:

Key Metrics:

- A. To increase membership to nine-hundred (900) members by December 31, 2021.
 - This equates to an average increase of three (3) net new members monthly.

2. Financial Stability and Revenue Growth:

Key Metrics:

- A. To meet the financial stability goal, the key metric is to continue to build a financial reserve.
- B. For revenue growth, the key metric is to grow by an average of \$10,000 in additional revenue per year. This will come from both new members and non-dues revenue growth.

3. Position the Top of Virginia Regional Chamber as “The Hub”

Key Metrics:

- A. Re-establish ties with a community publication (such as our previous relationship with the Winchester Star newspaper).
- B. Have regular communication with community partner agencies.

4. Branding

Key Metrics:

- A. To refocus & better communicate our brand to the community and our members.
- B. To have the TVRC website as the primary tool for our brand to be "The Hub".



Execution and Results: One-Year Key Initiatives

The next section of the tactical portion of the Strategic Plan speaks to those 3-5 key initiatives for the first year that need to be accomplished in order to achieve the 4 Key Focus areas for the next 3 years.

This section and the subsequent quarterly breakdown were delegated to the CEO and Staff to completed during the Board Strategic Work Session.

These were identified by the CEO and Staff as the Key Initiatives for 2019:

One-Year Key Initiatives for 2019:

- 1. Establish Membership Committees**
- 2. Create Councils / Coalitions**
- 3. Increased Sponsorship Solicitations**
- 4. Create Stronger Partnerships**

Key Metrics for Success (*One-Year Key Initiatives*).

Within this Execution and Results section, there are metrics tied to each focus area and key initiative to the greatest extent possible.

Here are the metrics for the One-Year Key Initiatives that were identified.

1. Establish Membership Committees:

Key Metrics:

- A. Establish a new committee for the sole purpose of recruiting NEW members (known as the "Sales Committee")
- B. Revamp the current 'Ambassadors' program to retain existing members (known as the "Retention Committee")

2. Create Councils / Coalitions:

Key Metrics:

- A. Create three (3) Industry-Related councils or coalitions (e.g.: Manufacturing, Holistic Health, Sales, Real Estate, Banking, etc.)
- B. Create two (2) Demographic-Related councils or coalitions (e.g.: Hispanic, African-American, Aging, etc.)

3. Increased Sponsoring Solicitation:

Key Metric:

Obtain \$70,000 in sponsorships by the end of the first year (2019).

4. Creating Stronger Partnerships:

Key Metrics:

- A. Increase the involvement and participation on relevant committees within the community such as but not limited to:
 - a. *Economic Development Authorities (EDA) for the City and County;*
 - b. *Various relevant committees for the City of Winchester and the Counties of Frederick and Clarke;*
 - c. *The Lord Fairfax Small Business Development Center (SBDC);*
 - d. *Various Associations, etc.*
- B. Develop a schedule with a minimum of quarterly meetings with various agencies and/or agency heads to foster improved communications.

5. Have a new, fresh set of eyes look at our Branding content:

Key Metric:

Have Branding Committee and others as chosen by Marketing Director look at the following: Individual pieces, website user experience, etc. (i.e.: "Start Here")



Execution and Results: First-Year Quarterly Priorities

The next section of the tactical portion of the Strategic Plan speaks to the breakdown of the Year-One Key Initiatives for 2019 into Quarterly Actions with the CEO or staff “owner” of the project.

First Quarter Priorities

Owner: Chief Executive Officer (CEO)

Related Initiative: Creating Stronger Partnerships

Projected Start Date:
Week of 01 Feb, 2019

Priority/Task(s):

- Create a list of partner agencies, organizations, and associations with which to reach out.
- Prioritize this list and reach out to same.
- Hold initial meeting with key stakeholder or agency leader for each.

Owner: Director of Membership Development (DMD)

Related Initiative: Establish Membership Committees

Projected Start Date:
Week of 21 Jan, 2019

Priority/Task(s):

- Establish each of the Membership Committees listed.
- Begin to hand-off day-to-day control of committee to member leadership for both the sales and retention committees.

Owner: Chief Executive Officer / Director of Membership Development

Related Initiative: Create Councils / Coalitions

Projected Start Date:
Week of 05 Feb, 2019

Priority/Task(s):

- Research and create the initial contact list for all Coalitions & Councils described.
- Determine interested from different industries, groups, etc.

Owner: Director of Marketing & Communications (DMC) / Chief Executive Officer

Related Initiative: Branding

Projected Start Date:
Week of 22 Feb, 2019

Priority/Task(s):

- Branding Committee to review "The Brand" with Ashley.

Second Quarter Priorities

Owner: Chief Executive Officer

Related Initiative: Creating Stronger Partnerships

Projected Start Date:
Week of 26 Apr, 2019

Priority/Task(s):

- Revisit and meet with all partners identified in Q1.
- Continue to build and foster those relationships.

Owner: All

Related Initiative: All

Projected Start Date:
Week of 10 May, 2019

Priority/Task(s):

- Review all progress of Q1 projects and adjust as necessary.

Owner: Director of Marketing & Communications

Related Initiative: Branding

Projected Start Date:
Week of 03 May, 2019

Priority/Task(s):

- Continue having the Branding Committee to review "The Brand" with Ashley.
- Have the reviews expand from "Start Here" user experience to every event, the entire website, etc.
- Conduct this review as a "*Focus-Group*" Style of Review

Owner: Chief Executive Officer / Director of Membership Development

Related Initiative: Create Councils / Coalitions

Projected Start Date:
Week of 12 Apr, 2019

Priority/Task(s):

- Start formulating and creating the Coalitions & Councils from the groups that expressed interest.

Owner: Chief Executive Officer

Related Initiative: Increased Sponsorship Solicitation

Projected Start Date:
Week of 31 May, 2019

Priority/Task(s):

- Create a “Club Prospect” list for the club level sponsorships.
- Update the sponsorship packet.

Owner: Director of Program Development / Director of Finance & Administration
Director of Marketing & Communications

Related Initiative: Increased Sponsorship Solicitation

Projected Start Date:
Week of 27 Jun, 2019

Priority/Task(s):

- Start the discussion on new programs, events, etc. for following year (2020).

Third Quarter Priorities

Owner: Chief Executive Officer

Related Initiative: Creating Stronger Partnerships

Projected Start Date:
Week of 16 Aug, 2019

Priority/Task(s):

- Revisit and meet with all partners identified in Q1.
- Continue to build and foster those relationships.

Owner: All

Related Initiative: All

Projected Start Date:
Week of 23 Aug, 2019

Priority/Task(s):

- Review all progress of Q1 projects and adjust as necessary.

Owner: Chief Executive Officer

Related Initiative: Increased Sponsorship Solicitation

Projected Start Date:
Week of 26 Jul, 2019

Priority/Task(s):

- Begin the Club Level Sponsorship Campaign

Owner: Chief Executive Officer / Director of Membership Development

Related Initiative: Create Councils / Coalitions

Projected Start Date:
Week of 12 Jul, 2019

Priority/Task(s):

- Ensure the Coalitions & Councils are up and running properly and under member-driven leadership.

Owner: Director of Program Development / Director of Finance &
Administration / Director of Marketing & Communications

Related Initiative: Increased Sponsorship Solicitation

Projected Start Date:
Week of 27 Sep, 2019

Priority/Task(s):

- Finish the discussion on new programs, events, etc. for following year (2020).
 - (e.g.: Community Leadership Project (CLP) Phase #2 / "201", etc.)

Fourth Quarter Priorities

Owner: Chief Executive Officer

Related Initiative: Creating Stronger Partnerships

Projected Start Date:
Week of 15 Nov, 2019

Priority/Task(s):

- Revisit and meet with all partners identified in Q1.
- Continue to build and foster those relationships.

Owner: All

Related Initiative: All

Projected Start Date:
Week of 13 Dec, 2019

Priority/Task(s):

- Review all progress of Q1-Q3 projects and adjust as necessary.

Owner: Chief Executive Officer

Related Initiative: Increased Sponsorship Solicitation

Projected Start Date:
Week of 22 Nov, 2019

Priority/Task(s):

- Finalize all Club Level Sponsorship commitments from the campaign.

Owner: Chief Executive Officer

Related Initiative: Increased Sponsorship Solicitation

Projected Start Date:
Week of 25 Oct, 2019

Priority/Task(s):

- Work on all "small level" sponsors for the Greater Good Awards.

Note: The goal of this document is to be a “living” or “working” document.

At the end of each year, the Board, CEO, and Staff need to revisit the next coming year’s (i.e.: 2020, 2021) One-Year Key Initiatives.

Decide on those for the following year which correspond to the Three-Year Key Focus Areas and help move further towards the goal of accomplishing the BHAG within the next 10 years.

Quarterly priorities should be mapped out and delegated which will accomplish the One-Year Key Initiatives with metrics for 2020 and 2021.



The background image shows a light-colored building with a white arched entrance. An American flag is hanging on the left side of the entrance. To the right, a white sign with a red mountain logo reads "TOP OF VIRGINIA REGIONAL CHAMBER" and "CLARK - FREDERICK - WINCHESTER". Below that, it says "407 South Loudoun Street". The scene is outdoors with trees and foliage visible in the background.

The Execution Roadmap Document

The Execution Roadmap

Revised: 12/2/2018



CORE IDEOLOGY		LONG-TERM STRATEGIC THINKING		SWOT ANALYSIS	
CORE VALUES		STRATEGIC ANCHORS		SANDBOX	
Sustainability: Build a legacy of economic strength and opportunity for generations to come.		Service-Oriented	Business Focused	Geographic	
				Top of Virginia Region (Clarke, Frederick County, City of Winchester, VA)	
Leadership: Provide solutions and resources that impact the direction of the community.		Connecting Community Partners		Target Customer Segments	
				Top of Virginia Regional Businesses (Clarke County, VA; Frederick County, VA; City of Winchester)	
Integrity: Transparent and ethical in principle and practice.				Products and Services Provided	
				Networking; Education & Programs; Advocacy Commitment; Experience	
Collaboration: Facilitate business partnerships mutually beneficial to chamber members and the community.				VALUE PROPOSITION	
				Connecting your Business with Right Resources for Your Success.	
Excellence: Serve our members and community by demonstrating best practices.				BRAND PROMISE	
				Connecting our business and community resources to achieve mutual success.	
PURPOSE					
Connecting Business and Community Resources for Mutual Success.					
MISSION					
Provide programs and services to enhance the business and professional development of our members.					
		HEDGEHOG			
		Passionate About			
		A thriving business community in the Top of Virginia Region			
		Can be best in the world			
		Connecting people and resources to build that thriving business community.			
		Economic Engine (Revenue per X)			
		Membership (Member Value)			
		BHAG (10-30 YEARS)			
		Build Financial Resources (1 year of working capital): \$350,000			
		• Double Membership			
		• Increase non-dues revenue to 50%			
		• Increase market share by 25%			
		• Become Chamber of the Year (VA / National)			
				</	

The Execution Roadmap



EXECUTION AND RESULTS

3 Year Date: 12/31/2021
KEY FOCUS AREAS with METRICS <i>(Top 3-5)</i>
1 - Increase Membership Increase membership to 900 members by 12/31/2021 (average increase 3 net monthly)
2 - Financial Stability & Revenue Growth A) Break even (Stability) B) \$10K/yr add. (from new members + non-dues)
3 - Position TVRC as "The Hub" A) Re-establish community publication ties. B) Have regular communication with community partner agencies.
4 - Branding A) Refocus & better communicate our brand. B) Have the website as "the hub" tool for our brand.

1 Year Date: 12/31/2019
KEY INITIATIVES with METRICS <i>(Top 3-5)</i>
1 - Establish Membership Committees A) Establish <u>new</u> committee for the sole recruitment of NEW members ("Sales committee") B) Revamp <u>current</u> Ambassadors to Retain existing members ("Retention committee")
2 - Create Councils / Coalitions A) 3 Industry Related <i>(e.g.: Manufacturing, Holistic, Sales, R.E., etc.)</i> B) 2 Demographic Related <i>(e.g.: Hispanic, A.A., Aging, etc.)</i>
3 - Increased Sponsorship Solicitation \$70,000 in sponsorships at the end of the 1st year (2019)
4 - Creating Stronger Partnerships A) Involvement and participation on relevant committees for: EDA, City/Counties, SBDC, Associations, etc. B) Quarterly Meetings with Agencies.
5 - Have a new, fresh set of eyes looking at our Branding content. Have Branding Committee and Others as chosen by Marketing Director look at the following: Individual pieces, website user experience, etc. <i>(i.e.: "Start Here")</i>

1st Quarter Priorities (Top 3-5) :: Metrics
Owner: CEO PSD: Week of 02/01 <ul style="list-style-type: none"> Create a list; Prioritize; and Reachout to list of partners (agencies, organizations, associations). Initially meeting with List.
Owner: DMD PSD: Week of 01/21 <ul style="list-style-type: none"> Establish Membership Committees. Begin to hand-off to member leadership for both.
Owner: DMD/CEO PSD: Week of 02/15 <ul style="list-style-type: none"> Initial contacts for all Coalitions & Councils. Determine interested from industries, groups, etc.
Owner: DMC/CEO PSD: Week of 02/22 <ul style="list-style-type: none"> Branding Committee to review "The Brand" with Ashley.

3rd Quarter Priorities (Top 3-5) :: Metrics
Owner: CEO PSD: Week of 08/16 <ul style="list-style-type: none"> Revisit and meet with all partners identified in Q1.
Owner: CEO PSD: Week of 07/26 <ul style="list-style-type: none"> Begin Club Level Sponsorship Campaign.
Owner: All PSD: Week of 08/23 <ul style="list-style-type: none"> Review all progress of Q1 & Q2 projects and adjust as necessary.
Owner: DMD/CEO PSD: Week of 07/12 <ul style="list-style-type: none"> Ensure the Coalitions & Councils are up and running properly (member leadership).
Owner: DPD, DFA, DMC PSD: Week of 09/27 <ul style="list-style-type: none"> Finish the discussion on new programs, events, etc. for following year (2020). <i>e.g.: Community Leadership Project (CLP) Phase #2 / "201", etc.</i>

2nd Quarter Priorities (Top 3-5) :: Metrics
Owner: CEO PSD: Week of 04/26 <ul style="list-style-type: none"> Revisit and meet with all partners identified in Q1. Continue to build and foster those relationships.
Owner: All PSD: Week of 05/10 <ul style="list-style-type: none"> Review all progress of Q1 projects and adjust as necessary.
Owner: DMC PSD: Week of 05/03 <ul style="list-style-type: none"> Branding Committee Review <i>(cont.)</i>: Every event, Website, etc. Focus-Group Style of Review
Owner: DMD/CEO PSD: Week of 04/12 <ul style="list-style-type: none"> Start formulating and creating the Coalitions & Councils from the groups that expressed interest.
Owner: CEO PSD: Week of 05/31 <ul style="list-style-type: none"> Create Club prospect list. Update Sponsorship packet.
Owner: DPD, DFA, DMC PSD: Week of 06/27 <ul style="list-style-type: none"> Start the discussion on new programs, events, etc. for following year (2020).

4th Quarter Priorities (Top 3-5) :: Metrics
Owner: CEO PSD: Week of 11/15 <ul style="list-style-type: none"> Revisit and meet with all partners identified in Q1. Continue to build and foster those relationships.
Owner: CEO PSD: Week of 11/22 <ul style="list-style-type: none"> Finalize all Club Level Sponsorship Commitments.
Owner: CEO PSD: Week of 10/25 <ul style="list-style-type: none"> Work on all "small level" sponsors for the Greater Good Awards.
Owner: All PSD: Week of 12/13 <ul style="list-style-type: none"> Review all progress of Q1, Q2, & Q3 projects and adjust as necessary.

Legend:

CEO - Chief Executive Officer
 DMD - Director of Membership Development
 DMC - Director of Marketing & Communications
 DPD - Director of Program Development
 DFA - Director of Finance & Administration

Conclusion

This concludes the document of the three-year strategic plan for the Top of Virginia Regional Chamber of Commerce.

It was a true pleasure and privilege to work on this project.

I deeply appreciate the time and effort that was dedicated to this project by the Board of Directors, Executive Committee and Board Chair, CEO and staff without which this would not have been able to be completed.

I am looking forward to a continued and fruitful working relationship with the Top of Virginia Regional Chamber for many years to come.

Sincerely,



Dave

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