



Putnam County Chamber of Commerce Strategic Plan

Mission Statement: *The Putnam County Chamber of Commerce is the principal leader in the promotion of commerce. Our mission is to be a creative force that promotes a better quality of life, excellence in leadership, coordination, and responsible development of business enterprise.*

PILLARS (PRIORITIZED OBJECTIVES)

ECONOMIC DEVELOPMENT/QUALITY OF PLACE - VICE CHAIR BENJIE BATES, BHF INSURANCE

1. Invest in critical infrastructure (affordable broadband, water, wastewater) to enhance competitiveness
 - Goal:** To champion broadband expansion to 80% of the county's population by December 31, 2021 and 100% coverage by December 31, 2022
 - Strategies:**
 - Explore other successful communities
 - Work with federal, state and local government officials.
 - Determine necessary steps to achieve 100% broadband coverage.
 - Establish and strengthen relationships needed to determine steps.
 - Goal:** Establish broadband coverage in the areas of greatest need by December 31, 2022
 - Strategies:**
 - Investigate funding sources for the underserved population
 - Pilot program in highest need area
 - Goal:** Encourage municipalities to complete master plans for zoning, water and wastewater by December 31, 2022.
 - Strategies:**
 - Help drive and facilitate master planning
2. Have a business-friendly regulatory environment with streamlined processes
 - Goal:** Create a task force for the purpose of streamlining processes for businesses to open and operate in Putnam County by June 2021.
 - Strategies:**
 - Add subgroup to current monthly meetings with Chamber & County staffs.

3. Attract and retain jobs

Goal: Work with current industries to ensure their needs are being met.

Strategies:

Visit or contact 4 existing businesses per month, starting with Chamber Members

Goal: Chair appoints advocates based on geographical locations in the county to provide feedback about doing business in Putnam County to the Board of Directors.

4. Provide a sustainable business environment

5. Search out and embrace emerging opportunities

6. Invest in programs supporting small business

7. Create prosperity for all by addressing poverty

Staff Responsibilities:

- Proactively market Putnam County to attract new investment (jobs & capital) using all tools available – OZ, HUB Zone, Florida incentives and other assets.
- Include stakeholders in the recruitment process whenever possible and be informative concerning the process itself to grow understanding from all.
- Completion of Madison Street agreement for Opportunity Zones, including marketing them to potential investors; reviewing permitting processes and existing zoning in OZs; cataloging existing projects ready for investment and connecting projects to capital.
- Add “Projects in the OZ” and “Available Properties in the OZ” to website and update as needed
- Coordinate all prospect activities on behalf of the county and municipalities.
- Grow the number and dues investment of the Putnam County Economic Development Council by at least 2 new PCEDC members and upgrade 2 members to a higher level of investment by December 2021.
- Serve as local ombudsman, providing assistance to businesses and entrepreneurs to identify and access state and local programs.
- Maintain a database of available properties of commercial and industrial significance.
- Continue to support efforts to develop and work towards completion of business parks on 309C.
- Provide community presentations to ensure knowledgeable representation from entire civic infrastructure.

- Provide administrative and coordination support for the Putnam County Development Authority.
- Represent Putnam County to statewide and regional partners to promote Putnam's assets for business attraction.
- Conduct and coordinate visitation program to survey local businesses and industries to gain information on barriers and assets to conducting business. Will visit at least 20 and employ necessary resources for retention and expansion of existing companies.
- Identify and inventory industrial and commercial sites with the most potential in Putnam County.
- Identify priority investments and upgrades needed to enhance sites, such as roadway improvement, site preparation and utility development.
- Work to build relationships within targeted sectors identified in both the Elevate Northeast Florida Sub-Cluster Industry and Rural Florida studies.
 - Innovate: Aircraft & Aviation Components, Back Office Services and Call Centers, Clean Transportation (Fuels & Technologies), Data Centers, Food Processing, Heavy Equipment Manufacturing, Tool & Die Machining.
 - Rural: Agribusiness, Aviation Aerospace, Healthcare Services/Products, Logistics/Distribution, Renewable Energy, Sustainable Building Products.

EDUCATION/TALENT SUPPLY - VICE CHAIR JINI ROBBINS, J-B GLASS

1. Provide strong education opportunities to all residents and boast a workforce pipeline aligned with business needs to ready a trained and prepared workforce

Goal: Determine strongest needs in the workplace annually.

Strategies:

Survey local businesses by September 2021 (VP coordinated)

Reestablish quarterly meetings with education partners to discuss training programs for meeting workforce needs

2. Increase high school graduation rates, educational attainment, and student test scores

Goal: Investigate needs of the 21st Century programs and provide resources by October 2021

3. Prepare people for future leadership roles in the community (leadership & public service roles)

Goal: Explore possibilities of implementing leadership program by December 2021

Staff Responsibilities:

- Assist the Putnam Chamber Education Foundation (PCEF) as needed.
- Prepare informational materials about various career pathways, including job descriptions, average salaries, education needed, and available jobs in Putnam County. Share these materials with career counselors, teachers, and students.
- Explore hosting the Florida Institute for Political Leadership, a non-partisan program created by the Florida Chamber of Commerce to recruit and provide campaign training to candidates and elected officials across the State of Florida.

TOURISM - VICE CHAIR GREG BACON, CITY SHIPPERS

1. Assist with promotion of Putnam County as a tourist destination

Goal: Increase awareness of county tourism assets

Strategies:

Encourage Board members, Chamber members, and others to share marketing materials (links, videos, posts, display ads etc.) to their contacts, both local and non-local

2. Promote and provide support for existing and new special events

Goal: Provide volunteers necessary for large events

Strategies:

Assist staff with coordination of BASS Elite event (February 11-14)

Recruit 20-25 volunteers to assist with the Wolfson Bass Tournament (May 15)

Be prepared to assist large events when needed (2021)

3. Identify and develop tourism activities using natural resources

Goal: Explore increased use of waterways for tourism opportunities

Strategies:

Review current events held on St. Johns River and area lakes. (September 2021)

Explore opportunities for expansion. (December 2021)

4. Enhance regional tourism efforts

5. Support Tourism Product Development

Staff Responsibilities:

- Chamber staff will coordinate and administer tourism development policies and activities by contract with the Putnam County Tourist Development Council (TDC).
- Administer the TDC activities and the TDC grant program for festivals, events and cultural activities.
- Coordinate activities surrounding the BASS Elite Tournament (Feb 11-14, 2021) and recruit and assign volunteers needed for the event.
- Serve as the local office for the Florida Film Commission.
- Develop an advertising campaign marketing Putnam County as a tourist destination, provide information to Putnam County visitors daily, and maintain and update a web presence marketing Putnam County to potential visitors.
- Disseminate marketing materials for sharing.
- Continue to be involved in State and Regional Tourism initiatives and serve on appropriate committees.
- Solicit large-scale events, especially those with potential for television and other forms of national exposure.

- Work with partner agencies to create welcoming environment for event coordinators and participants.
- Provide information on attractions and activities for visitors to Putnam County.
- Fulfill all visitor inquiries.
- Continue to encourage and support sporting events including fishing, softball, bicycling, baseball, golf, motocross, mud bogging and sailing.
- Continue development of the countywide calendar that includes all tourism and community events.
- Increase awareness of Putnam County's outdoor recreation amenities – trails, parks, etc.

ADVOCACY - VICE CHAIR DEREK HEMBREE, CLAY ELECTRIC

1. Be the voice of business

Goal: Be engaged with local, state, and federal elected officials to inform members regarding legislation impacting business by June 2021.

Strategies:

Report monthly to Board of Directors on activities completed.

When possible, Board Member to attend governmental meetings.

2. Promote & protect a healthy business environment. Understand and act on issues directly affecting business

Goal: Take appropriate actions when necessary guided by Chamber policy.

Strategies:

Review current Chamber policy guidelines

Goal: Seek approval from board to produce and disseminate a Position Statement to Executive Committee for affordable broadband

Staff Responsibilities:

- Chamber President, key staff and other members of the leadership team will be actively engaged in local, state, and federal issues of interest to the business community.
- Promote Rural Days participation in Tallahassee.
- Attend governmental meetings (BOCC, Palatka City Commission, Crescent City Commission, etc.) at least one per month and give updates on activities of the Chamber and economic development activities.

MEMBERSHIP – VICE CHAIR TAYLOR DOUGLAS, TAYLOR DOUGLAS REALTY

1. Have a sustainable membership base

Goal: To grow the Chamber membership 20% by December 31, 2022

Strategies:

Work with staff to recruit 40 new members by December 2021

Retain at least 88% of current members

Resume Business After Hours events when possible

Request each Board member to recruit one new Chamber member

Have members develop and submit videos for a campaign, "I am the Putnam County Chamber of Commerce".

Goal: To have 40% of the Chamber's total income provided by membership investments, services, programs and non-dues revenues by December 31, 2022.

Strategies:

Explore opportunities for non-dues revenue.

Conduct a study of comparably sized chambers regarding dues structure.

2. Maintain relevance & deliver value for our members

Goal: To create 8 opportunities to capture data regarding the needs of the business community and communicate the value the Chamber delivers by December 31, 2022.

Strategies:

Review current survey, adjust if necessary and conduct an email sample by June 2021.

Conduct one focus group (members & non-members) to determine unmet needs and deliver information on Chamber resources.

Utilize data from economic development (goal #3).

3. Be the resource to connect members to opportunities, networks, and resources

4. Engage & retain members

Staff Responsibilities:

- Explore options to increase and diversify revenue.
- Generate non-dues income, provide beneficial services and networking opportunities for members.
- When possible, conduct Fundraiser/Annual Meeting.
- Develop video "This is the Putnam County Chamber of Commerce".

ORGANIZATION – VICE CHAIR KARLA FLAGG-WRIGHT

1. Enhance operations by aligning resources with needs

Goal: To conduct a feasibility study of operations and facilities by December 31, 2021.

Strategies:

Assemble a task force to work with staff to review facility needs and make recommendations if needed by June 2021.

When accreditation feedback is available, task force will review US Chamber recommendations (if any) by March 2022.

2. Position the organization for long-term success

Goal: Complete and adopt the Strategic Plan by March 2021.

Strategies:

Complete first draft and solicit input from Individual Vice Chairs and others in January 2021.

Complete first draft and solicit input from Executive Committee members, Board members and others in February 2021.

Goal: To increase Chamber financial reserves to 50% of expenses by increasing reserves by 5% per year by December 31, 2025.

Strategies:

Annually review net revenues and invest appropriate amounts determined at year end.

3. Ensure Putnam County is regionally and nationally recognized as a premier location to live, work, and visit.

4. Continue to enhance and promote positive image

Strategies:

Develop a team approach to help disseminate Chamber image.

Staff Responsibilities:

- Review and monitor the annual budget and make recommendations if needed.
- Coordinate feasibility study of facilities and operations by December 2021.
- Produce the Annual Budget for Board adoption by December 2021.
- Complete application for Accreditation with the US Chamber by August 2021.

- Maintain the Chamber's role as the voice of business and market ourselves as one of the top chambers in the country with a 5-star status of accreditation from the U.S. Chamber and two-time winner of America's #1 Chamber.

Staff Responsibilities:

COMMUNITY RELATIONS

- Develop survey tool and other outreach options for visits to local businesses to ensure their needs are being met and connect them with the resources needed to grow and/or be successful.
- Make presentations or give updates concerning the Chamber or overall local economy to the community. Schedule one per month at local service organizations/groups/clubs.
- Meet monthly with area media agencies in Putnam County to provide updates to the general public concerning the Chamber or overall local economy to the community.