

GREATER COLUMBUS, GEORGIA CHAMBER OF COMMERCE STRATEGIC PLAN 2019 -2023



Board Approved June 6, 2018

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Introduction

STRATEGIC PLAN

This Chamber Strategic Plan for 2019-2023 outlines the Greater Columbus Georgia Chamber of Commerce's essential focus areas and integrates the collective Columbus 2025 Vision for the Greater Columbus Georgia Region:

- Vision
- Mission Statement
- Core Values
- Strategic Imperatives
- Business (Action) Plan

The Strategic Plan identifies what are the Chamber's top priorities and goals, serving as a road map to lead our Chamber from where it is now to where it strives to be in five years. The elements of the Strategic Plan are defined as follows:

Elements of the Strategic Plan

| ELEMENT | ADDRESSES THE QUESTIONS |
|------------------------|--|
| Vision | <ul style="list-style-type: none">• How will the region and Columbus be different as a result of our work?• Need a vivid and clear picture as a source of inspiration and decision-making. |
| Mission Statement | <ul style="list-style-type: none">• The chamber's unique and fundamental purpose for existing? |
| Core Values | <ul style="list-style-type: none">• The Chamber's guiding principles that govern our conduct as well as our relationship with the community and region. |
| Strategic Imperatives | <ul style="list-style-type: none">• What is absolutely necessary in order for the chamber to fulfill its mission?• What are we trying to achieve?• What is the long-term desired impact? |
| Business (Action) Plan | <ul style="list-style-type: none">• The implementation steps to attain the strategic imperatives and goals?• Chamber's Business (Action) Plan implements the Strategic Plan. |

Vision

How Will The Region And Columbus Be Different As A Result Of Our Chamber's Work?

The Greater Columbus, Georgia Chamber Of Commerce Is An Energetic And Visionary Organization In Our Region. We Are Committed To Building A More Prosperous Community While Preserving The Democratic Process

Every Business In Our Region Should Be A Member Of Our Vital Organization.

Mission

What Is The Chamber's Unique And Fundamental Purpose For Existing?

Our Mission Is To Promote Business Success By Being The Leader In Economic And Community Development In The Region.

Core Values

The Chamber's Guiding Principles That Govern Our Conduct And Our Relationship With Our Community And Region.

Accountability
Diversity
Fiscally Responsible
Leadership
Innovation
Integrity
Member Value Exceeds Member Investment
Quality Growth
Collaborative, Relevant Relationships

Strategic Plan's Top 5 Long-Term Goals

Serve Chamber Membership And Region's Businesses As:

1. Entity That Increases Prosperity, Reduces Poverty And Improves Quality Of Life
2. Regional Economic Development Action Agency
3. Entity To Develop, Attract, Retain Highly Qualified, Well-Trained Workforce
4. Organization That Serves By Equipping Others To Lead And Be More Involved In Addressing Economic, Governmental And Social/Cultural Challenges
5. Facilitator To Create An Enterprising Culture, Develop Vibrant, Connected Places And A Cohesive Image And Identity

Strategic Imperatives

What Is Absolutely Necessary For The Chamber To Fulfill Its Mission?

I. Economic and Workforce Development

Promote and enhance a vibrant, diverse and sustainable economy by growing and retaining our existing businesses and recruiting new industry into the region.

Promote and enhance a highly qualified, well-trained workforce capable of meeting the region's workforce needs in order to sustain continued economic growth and prosperity and enhanced quality of life.

II. Community Development and Membership

Strengthen community involvement and decision-making that supports growth and fosters a high ranking quality of life for all residents of our region.

Attract new members and increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.

III. Advocacy and Governmental Affairs

Through an aggressive, visionary governmental affairs effort, provide relevant and timely information and leadership to inspire Chamber members to engage in solving economic, governmental and socio-cultural issues impacting our region.

Build pro-military, governmental, public/private strategic and diverse partnerships to leverage the resources, intellect, experiences, and influence of our Department of Defense partners and the Chamber of Commerce.

IV. Organizational Sustainment

Position both the Chamber and its staff for long-term success by aligning the Chamber staff and prioritizing available resources that will support and secure the broad efforts of this strategic plan as well as for reaccreditation, thus maintaining our Chamber's "Five Star" United States Chamber Of Commerce accreditation.

GREATER COLUMBUS, GEORGIA CHAMBER OF COMMERCE 2019 Business (Action) Plan



Board Approved October 24, 2018

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GREATER COLUMBUS, GEORGIA CHAMBER OF COMMERCE BUSINESS PLAN

January 1, 2019 – December 31, 2019

The 2019 Annual Operating/Business Plan is developed and designed to support the Five Year 2019-2023 Long-Term Strategic Plan Goals. It provides both the annual plan and work focus of the Chamber for 2019.

Annual Business Plan's Top 5 Short-Range Goals

Serve Chamber Membership And Region's Businesses As:

1. Organization With Capability To Facilitate, Assist In Fort Benning, Mission Growth
2. Entity To Promote, Enhance A Vibrant, Diverse And Sustainable Economy By Growing, Retaining Existing And Small Businesses And Recruiting New Industry
3. Body To Coordinate, Develop, Promote A Highly Qualified, Well-Trained Workforce Capable Of Meeting Region's Workforce Needs For Continued Economic Growth
4. Establishment To Strengthen Community Involvement, Decision-Making That Supports Growth And Fosters Higher Quality Of Life
5. Facilitator For Aggressive, Visionary Governmental Affairs' Effort, Providing Relevant, Timely Information And Leadership To Engage Entities And Leaders To Address/Solve Economic, Governmental And Socio-Cultural Issues Impacting Us All

Business Plan January 1, 2019 – December 31, 2019

What Is The Chamber Trying To Achieve And What Are The Implementation Steps To Attain The Identified Goals?

I. Economic and Workforce Development

A. Economic Development

Promote and enhance a vibrant, diverse and sustainable economy by growing and retaining our existing businesses and recruiting new industry into the region.

Goal 1: Create jobs and increase capital investment in the region by recruiting new businesses and helping existing companies to expand.

Business Plan Objectives

- a. Maximize product development (i.e.: Property/park development with full infrastructure and utilities; market available buildings/sites; coordinate with workforce development team to create diverse regional workforce)
- b. Identify leads by continuing to cultivate relationships with State project managers, brokers/agents, site selection consultants and direct company contacts.
- c. Develop creative incentive offerings to maximize local, state and federal funding opportunities.

Goal 2: Serve as the regional economic development action agency.

Business Plan Objectives

- a. Implement regional marketing strategies to increase brand recognition.
- b. Communicate marketing strategy and enhancements through newsletters, website, presentations, etc.
- c. Schedule personal visits with project managers, brokers/agents, consultants and company representatives to support recruitment efforts.
- d. Advocate for economic development.
- e. Pursue special opportunities for growth and diversification.
- f. Promote Columbus outside the Columbus, Georgia region.

Goal 3: Increase the level of awareness of available programs and resources for the region's small businesses.

Business Plan Objectives

- a. Identify and establish or deepen the relationships with existing small business resource providers.
- b. Foster special opportunities for growth and diversification.

Goal 4: Enhance the entrepreneurial climate of the region.

Business Plan Objectives

- a. Establish a marketing/communication group of small business volunteers.
- b. Develop a list of services and providers available to regional small businesses.
- c. Develop marketing materials for regional publications and media outlets.

- d. Develop new partnerships for regional entrepreneurial programs.
- e. Generate activities and events to produce “StartUp” entities.
- f. Expand resources to open a path to entrepreneurship in the Columbus region.

Goal 5: Build Cohesive Public/Private Partnerships And Business-to-Business Relations

Business Plan Objectives

- a. Promote legislation that is proactive for business.
- b. Work with and assist regional and county organizations that positively impact economic and community change.
- c. Provide networking opportunities for industry.
- d. Do business with and encourage others to do business with Chamber members.

Goal 6: Maximize economic and community development opportunities created by Defense Transformation decisions impacting Fort Benning.

Business Plan Objectives

- a. Build pro-military, governmental, public/private strategic and diverse partnerships to leverage the resources, intellect, experiences, and influence of Fort Benning.
- b. Continue to focus through coordination with Fort Benning the attainment of additional missions from the Department of Defense to Fort Benning, GA, such as Robotics, Next Generation Combat Vehicles (Autonomous and non-autonomous), as well as new Research and Development entities.
- c. Grow Department of Defense civilian organization and retain personnel already stationed at Fort Benning.
- d. Grow the Defense Industry sector by working with the Georgia Department of Economic Development (GDEcD) to recruit Defense Contractor companies.

B. Workforce Development

Promote and enhance a highly qualified, well-trained workforce capable of meeting the region’s workforce needs in order to sustain continued economic growth and prosperity and enhanced quality of life.

Goal 7: Develop a well-trained workforce

Business Plan Objectives

- a. Enable and support programs and practices in the community and throughout the region that support the region’s school systems’ goals of student retention, improvement of basic skills and greater post-secondary opportunities.
- b. Enable the expansion of the Partners In Education (PIE) program to enhance the quality of education for all citizens by establishing, maintaining and building upon dynamic partnerships throughout the greater Columbus region.
- c. Partner to establish a Regional Report Card on our region’s progress in numerous areas (education attainment, unemployment, workforce availability, etc.)
- d. Customize and renew Career Connections based upon the Mobile model.
- e. Support the implementation of more apprentices, dual enrollment and work study programs, as needed.

- f. Coordinate workforce development programs to meet the needs of employers and job seekers by aligning educational and workforce systems with business needs.
- g. Develop a regional website to enhance the connections between the educational & workforce development systems and the business & economic development community.
- h. Partner with the region's educational institutions to insure curriculum(s) meet the needs of employers.

Goal 8: Attract and retain talent

Business Plan Objectives

- a. Energize, engage and empower Young Professionals (YP), ages 21 – 40, in our Region by providing opportunities for YP members to actively shape the future of Columbus Georgia.
- b. Develop and implement a regional recruitment initiative targeted toward college juniors.
- c. Establish an internship database that inventories local availability of internships and apprenticeships for all educational levels.
- d. Develop a comprehensive Talent Attraction Plan focused on promoting our region.
- e. Implement an enterprising culture strategy to strengthen the culture of entrepreneurship.

Business Plan January 1, 2019 – December 31, 2019

What Is The Chamber Trying To Achieve And What Are The Implementation Steps To Attain The Identified Goals?

II. Community Development and Membership

A. Community Development

Strengthen Community Involvement And Decision-Making That Supports Growth And Fosters A High Ranking Quality Of Life For All Residents Of Our Region.

Goal 1: Equip leaders to become engaged in addressing and solving economic, governmental and socio-cultural issues impacting the future of our region.

Business Plan Objectives

- a. Utilize the Chamber's Leadership Columbus program to help participants develop additional leadership skills and knowledge of the community through a series of one-day sessions from September through June.
- b. Increase participation of Leadership Columbus graduates to serve the Leadership Columbus program, the Young Professionals program, Youth Leadership, and to volunteer with other important community initiatives to make the Columbus region the best place it can be.
- c. Expand the Youth Leadership program to reach more area high school juniors to help them develop skills in leadership, goal-setting, decision-making, communicating effectively and understanding people with differences.
- d. Inspire community leaders with a vision of what our community can become through the annual Inter-City Leadership Conference. The conference showcases best practices in other, larger cities, and results in public/private partnerships and community initiatives that improve our quality of life.
- e. Prepare business leaders to run for public office by providing "See How They Run" workshops.
- f. Prepare Young Professionals (YP) for board service with the "Get On Boards" certification program.

Goal 2: Enhance the Columbus region's status as one of the best places to live.

Business Plan Objectives

- a. Foster an environment of economic and physical security, ethical and effective Leadership, inclusiveness, and opportunities for educational, cultural, artistic, social and civic engagement.
- b. Provide vibrant and attractive neighborhoods, corridors and activity centers.
- c. Expand opportunities for walking, biking and transit use.

Goal 3: Encourage more diverse small business participation in Chamber activities and events to reflect the changing demographics of the region.

Business Plan Objectives

- a. Define and survey targeted diverse small business populations.
- b. Identify and train champions for these diverse small business populations.
- c. Develop framework and leadership for the accomplishment of the goals and Business Plan Objectives for these champions.

B. Membership

Attract new members and increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.

Goal 1: Increase awareness of the Chamber and its membership benefits through an active marketing initiative.

Business Plan Objectives

- a. Develop and implement an updated comprehensive marketing plan.
- b. Increase the number of leads generated for membership sales by marketing-advertising.
- c. Increase the number of people participating in Chamber events and programs through advertising/marketing.
- d. Bring together internal and external resources to increase the visibility of the organization in the community.
- e. Increase the Chamber's visibility on the web and social networks (Facebook, Twitter and YouTube) by developing and distributing new information products through these channels. (i.e. develop video clips to educate on benefits of Chamber membership)

Goal 2: Increase Chamber membership sales and retention to achieve a positive net membership growth rate each year.

Business Plan Objectives

- a. Through allocation of proper resources, ensure sales and retention programs are in place, and they are measurable and successful in meeting the goals of the organization.
 - b. Identify and implement a coordinated sales strategy, such as a membership campaign, a total resource campaign, a capital campaign and tiered investment model with a goal of 40% market penetration.

Goal 3: Ensure products and services offered meet the needs of our members.

Business Plan Objectives

- a. Ensure programs are in place to attract and retain members.
- b. Use the past year's membership survey results to develop a plan of action.

- c. Maintain a current membership booklet.
- d. Ensure all staff are well trained and versed on our available services.

Goal 4: Improve communication with members and prospective members

Business Plan Objectives

- a. Integrate Columbus 2025 as an incorporated vision for the Greater Columbus, Georgia region
- b. Increase frequency of messages that are focused on the intent or not the event with a pertinent concise message as a “lead in”.
- c. Identify and implement technology resources to enhance connectivity with volunteers and committees. (Facebook, Twitter, YouTube, Googledocs, etc.)

III. Advocacy and Governmental Affairs

What Is The Chamber Trying To Achieve And What Are The Implementation Steps To Attain The Identified Goals?

Through an aggressive, visionary governmental affairs effort, provide relevant and timely information and leadership to inspire Chamber members to engage in solving economic, governmental and socio-cultural issues impacting our region.

Build Pro-Military, Governmental, Public/Private Strategic And Diverse Partnerships To Leverage The Resources, Intellect, Experiences, And Influence Of Our Department Of Defense Partners And The Chamber Of Commerce.

Goal 1: Develop annually a pro-business legislative agenda.

Business Plan Objectives

- a. Educate members on electing quality candidates and elected officials' actions on Chamber positions including Economic Development, Taxation, Education, Employment, Healthcare, Natural Resources, Legal Reform and Transportation.
- b. Seek adoption of sound public policy to support quality of life and quality of growth.
- c. Work to ensure elected officials are aligned with the Chamber's Business Plan Objectives.
- d. Take an active role in advancing the business community and Chamber's positions.
- e. Reinforce a collective sense of regionalism
- f. Facilitate a regional transportation plan and solution encompassing all forms such as air, bridges, rail (commuter and high speed), roads, etc.

Goal 2: Build pro-military, governmental, public/private strategic partnerships.

Business Plan Objectives

- a. Foster an environment of trust and cooperation with Fort Benning and its active duty military and defense contractors in order to support mission growth and economic prosperity at Fort Benning.
- b. Coordinate so Mission growth does not hinder economic development growth external to the military base.
- c. Coordinate so Mission change has minimal or manageable effect on economic impact external to the military base.
- d. Enhance relations in Washington DC, Georgia and within our Chamber's Bi-State Region, fostering growth of Defense efforts in the Columbus Chamber's region.
- e. Enhance and promote Fort Benning's Mission Value to Department of Defense in order to increase Bi-State regional support.
- f. Understand and prepare to respond from a Regional, State, Bi-State and through the US Chamber, at the National level efforts to stop Sequestration and Downsizing as well as to focus on Growth and their impacts on the local and regional economy as well as military readiness.
- g. Focus on informing appropriate entities of Fort Benning's capability, capacity, expandability as well as Joint Service Agreements.

Business Plan January 1, 2019 – December 31, 2019

What Is The Chamber Trying To Achieve And What Are The Implementation Steps To Attain The Identified Goals?

IV. Organizational Sustainment

Position both the Chamber and its staff for long-term success by aligning the Chamber staff and prioritizing available resources that will support and secure the broad efforts of this strategic plan as well as for reaccreditation, thus maintaining our Chamber’s “Five Star” United States Chamber Of Commerce accreditation.

Goal 1: Support Membership Efforts (Section – II B) Enhancing Revenue Through Technical, Planning, And Financial Feedback Efforts.

Business Plan Objectives

- a. Areas of Support to Membership Include, growing and retaining the membership base, dues, and provide benefits for all levels of membership and increase market penetration.
- b. Develop and implement annually an updated marketing/communication plan.
- c. Develop creative incentive offerings to increase membership retention rates.

Goal 2: Internal Operations Improvement.

Business Plan Objectives

- a. Align staff and resources with priorities.
- b. Annually Update the Chamber’s business plan focusing on continuity.
- c. Be a technical leader to enhance efficiencies.
- d. Communicate routinely the current status of funding and expenditures.
- e. Implement A “Strategic Funding Trends” Format (Example Follows).

| P&L Forecast 2018 through 2022 | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|
| REVENUE: | 2018 | 2019 | 2020 | 2021 | 2022 |
| Total Membership Income | 1,803,674 | 1,871,921 | 1,859,339 | 1,906,933 | 1,894,702 |
| Total Contract Support Fees | 732,620 | 610,000 | 610,000 | 610,000 | 610,000 |
| Total Program Fees | 105,600 | 79,935 | 79,935 | 79,935 | 79,935 |
| Total Other Revenue | 99,650 | 15,000 | 15,000 | 15,000 | 15,000 |
| Total Revenue | 2,741,544 | 2,576,856 | 2,564,274 | 2,611,868 | 2,599,637 |
| EXPENSES: | | | | | |
| Total Employment Costs | 1,243,413 | 1,268,281 | 1,293,647 | 1,319,520 | 1,345,910 |
| Total Occupancy & Equipment | 286,744 | 280,426 | 280,426 | 280,426 | 270,184 |
| Total Other Costs | 637,658 | 498,348 | 498,348 | 498,348 | 498,348 |
| Total Program Costs | 536,005 | 478,855 | 478,855 | 478,855 | 478,855 |
| Total Expenses | 2,703,820 | 2,525,910 | 2,551,276 | 2,577,149 | 2,593,297 |
| NET INCOME | 37,724 | 50,945 | 12,998 | 34,719 | 6,339 |