



PRINCEWILLIAM
CHAMBER
OF COMMERCE

Strategic Plan

July 2015-June 2018

Approved June 23, 2015

Version 1

Adopted by the Board of Directors on June XX, 2015

Debbie Bennett – Chairman of the Board

Dalena Kanouse – Chairman Elect

C. C. Bartholomew - Chairman Elect Nominee

Deborah L. Jones – President & CEO

Vision, Values, Mission, Goals

This Strategic Plan was developed by the Prince William Chamber of Commerce, to go into effect upon completion of its initial five-year Strategic Plan.

This Plan was created from input received through a series entitled *Coffee & Conversation with Forward Focus*, a member survey and a Strategic Plan Task Force that fully engaged the Chamber membership in a discussion to determine the future direction of their Chamber.

A critical goal in developing this Plan was to ensure the strategic goals presented herein are an accurate representation of the vision under which the Chamber was founded, as well as the fundamental tenets of providing quality support to the membership.

While the Strategic Goals are accompanied by action items, it is anticipated that refinements will occur during implementation. To that end, and to ensure that progress is monitored, this Plan will be augmented by a Strategic Plan Metrics document.

The Strategic Goals in this document were developed to enhance four critical areas for the Greater Prince William region. The four critical areas that the Strategic Plan will enhance center around advancing the region's economy by promoting and enhancing a vibrant, diverse and sustainable economy; fostering a high ranking quality of life for all residents; enhancing members' successes by providing targeted products, services, events and programs; and positioning the organization, staff and leadership for long-term success. These four critical areas are potential benefits of the Strategic Plan's implementation and are not meant to augment the Strategic Plan.

Vision, Values, Mission, Goals

Vision Statement

Be the most influential business organization in the region, creating the preferred community in which to live and conduct business.

Values Statement

The Chamber values:

- *Integrity*
- *Relationships*
- *The role of business in strengthening our community*

Mission Statement

Advance our collective interests through innovative programs and services that foster:

- *Advocacy*
- *Economic Development*
- *Education*
- *Growth*
- *Quality of Life*

Vision, Values, Mission, Goals

Strategic Goals

Advocacy

Represent business viewpoints at the local, state and federal levels.

Education & Training

Provide business training and education opportunities to members.

Events

Develop events that are relevant and meet the needs of the membership.

Finance

Ensure the future stability of the Chamber through conservative budgeting for all programs.

Messaging – Communications & Marketing

Generate maximum visibility for the Chamber through an aggressive communication & marketing plan that keeps the membership and our community informed about activities and elevates the understanding of the value of the Chamber.

Technology

Expand the use of technology to better serve the Chamber.

Advocacy

Strategic Goal

Represent business viewpoints at the local, state and federal levels.

Objective 1

Communicate the value and importance of the Chamber's advocacy efforts.

Action Items:

- *Communicate what the Policy Committee is doing for our business community (small/ large/ tangible/ intangible);*
- *Promote the monthly Advocacy e-newsletter and website;*
- *Share success stories from members.*

Objective 2

Continue to develop strong relationships with elected officials.

Action items:

- *Offer opportunities for roundtable discussion with elected officials;*
- *Host meet and greets for newly elected officials.*

Objective 3

Provide a forum for the community to learn more about candidates for public office.

Action Items:

- *Explore possible candidate debates or forums;*
- *Offer opportunities for roundtable discussion for candidates;*
- *Host meet and greets for candidates*
- *Collaborate with other local organizations/ chambers to offer:*

Education & Training

Strategic Goal

Provide business training and education opportunities to members.

Objective 1

Continue to develop the Prince William Business Academy

Action Items:

- *Explore the use of webinars;*
- *Identify tools for providing a shelf life for the presentations;*
- *Establish a simple process for members to suggest future Business Academy topics.*

Objective 2

Promote relationship between business and education.

Action Item:

- *Continue to create relevant programs through the Education & Innovation Committee;*
- *Increase business participation in the Education & Innovation Committee programs.*

Objective 3

Serve as a clearing house for professional development and training opportunities.

Action Item:

- *Explore ways to improve the process for entering items on the community calendar.*
- *Establish a webpage for member businesses to promote training classes/seminars that they offer;*
- *Create a plan to market the ability for a business to promote training/seminars they offer as a benefit of their Chamber membership.*

Events

Strategic Goal

Develop events that are relevant and meet the needs of the membership.

Objective 1

Involve the membership early in the event planning process.

Action Items:

- *Establish “Working Committees” that provide the opportunity for the membership to take ownership through involvement;*
- *Include “Working Committees” options in new member kits.*

Objective 2

Expand collaborative efforts with other organizations.

Action Items:

- *Build on the success of the partnerships and collaborations established in 2014-2015;*
- *Identify new opportunities for partnerships and new partners, while expanding the relationships with existing partners.*

Objective 3

Provide programming throughout the Chamber’s service area.

Action Items:

- *Continue to offer events throughout the Chamber service area;*
- *Create and Offer smaller more localized events.*

Finance

Strategic Goal

Ensure the future stability of the Chamber through conservative budgeting for all programs.

Objective 1

Maintain and ensure the financial stability of the Chamber.

Action Items:

- *Develop an annual operations and capital/reserve budget and monitor on a monthly basis;*
- *Provide monthly financial reporting to leadership;*
- *Maintain compliance with current financial internal control procedures and update as necessary;*
- *Assure that the annual independent audit or review services are timely performed;*
- *Work closely with leadership for funding of strategic planning initiatives.*

Objective 2

Explore upgrading or replacing the Membership Database System.

Action Item:

- *Establish a task force to explore what is currently available;*
- *Compare and contrast database options, make recommendation;*
- *Include representatives from the Finance Committee in the task force;*
- *Investigate affordability and finance options.*

Objective 3

Determine optimal location for Chamber headquarters office. Current lease expires in December 2017.

Action Item:

- *Establish a task force to explore possible locations;*
- *Compare and contrast location options, make recommendation;*
- *Include representatives from the Finance Committee in the task force.*

Messaging – Communication & Marketing

Strategic Goal

Generate maximum visibility for the Chamber through an aggressive communication & marketing plan that keeps the membership and our community informed about activities and elevates the understanding of the value of the Chamber.

Objective 1

Effectively communicate the value and purpose of all Chamber events.

Action Items:

- *Develop a comprehensive social media strategy to promote events.*
- *Establish “Working Committees” for specific events to involve the membership in the planning and implementation process;*
- *Continue to offer events throughout the Chamber service area;*
- *Structure the calendar of events to highlight the event locations;*
- *Develop a comprehensive social media strategy to promote events.*

Objective 2

Effectively communicate the value of Chamber membership.

Action Items:

- *Create educational materials that outline how businesses can best utilize their Chamber membership;*
- *Promote using Chamber members first for purchasing goods & services;*
- *Develop a comprehensive social media strategy to educate members and non-members on the value of membership;*
- *Communicate the importance in government affairs in business success.*
- *Rebrand Chamber Orientation for new members and veteran members;*
- *Develop an informative New Member Packet;*
- *Create opportunities/methods to educate members on the Chamber benefits that come without being actively involved.*

Messaging – Communication & Marketing

Objective 3

Effectively communicate the value of the Chamber to our community.

Action Items:

- *Establish a Communications & Marketing Advisory Board inviting members who have expertise in marketing & communications to meet quarterly;*
- *Establish a Director of Marketing position;*
- *Create a Chamber promotional video;*
- *Create opportunities to communicate the Chamber's (and its members') success stories.*

Technology

Strategic Goal

Expand the use of technology to better serve the Chamber.

Objective 1

Expand the Chamber's use of technology.

Action Items:

- *Create a Technology Advisory Board;*
- *Provide mobile applications that will provide ease of access to the Chamber's website and online;*
- *Investigate the implementation of webinars;*
- *Investigate the use of promotional event videos.*

Objective 2

Expand the Chamber's presence on social media.

Action Items:

- *Encourage Board Members and the Annual Partners to promote their Chamber involvement through their company's social media department.*
- *Increase the number of page likes to increase the reach of the Chamber's social media;*
- *Expand the use of video to promote events and/or members;*
- *Explore new and creative ways to engage followers to provide value online.*

Objective 3

Provide a user friendly tool for members to promote their news and events.

Action Items:

- *Explore a simplified online system for promoting member's news and events;*
- *Provide membership training on how to post their news and events;*
- *Develop a marketing plan to announce the new opportunity to both Chamber members and the Chamber's service area.*