



# 2018-2022 STRATEGIC PLAN

October 2018

## MISSION

The mission of the Greater Beloit Chamber of Commerce is to engage with member businesses, to advocate for their success, and to enhance the Greater Beloit community.

## CORE VALUES

The Greater Beloit Chamber of Commerce develops programs and services for member businesses based on our Core Values.

- ◇ LEADERSHIP            We assess issues critical to our business members and determine when to lend our voice and leadership.
- ◇ RESPONSIVENESS      We are creative in delivering value to our members. We capitalize on trends, challenges and opportunities that arise.
- ◇ INCLUSIVENESS        We are comprised of members from different industries.
- ◇ COLLABORATION      We build mutually-advantageous relationships within the Greater Beloit business community and with our Vision Partners to better serve, support and advocate for our members. We are willing to share knowledge and ideas with others.
- ◇ EDUCATION            We value the key role education contributes to the success of our member businesses. We collaborate with our Chamber members and area experts to offer a variety of work-related education and leadership development opportunities.

## CORE COMPETENCIES

The Greater Beloit Chamber of Commerce delivers excellent programs and services to our members in the areas of:

- ◇ NETWORKING
- ◇ CHAMPIONING THE GREATER БЕЛОIT COMMUNITY
- ◇ EDUCATIONAL OPPORTUNITIES
- ◇ MEMBER ADVOCACY

## 2022 DESCRIPTORS OF SUCCESS

At this plan's conclusion in 2022, we believe that both our members and our community will use the following words to describe the Greater Beloit Chamber of Commerce.

- ◇ INFLUENTIAL
- ◇ STRONG, ENGAGED MEMBERSHIP
- ◇ RESPONSIVE
- ◇ RESPECTED LEADER

# 2018-2022 STRATEGIC PLAN

## Member Satisfaction & Engagement

STRATEGY: Provide excellent programs and services to ensure our members receive high quality experiences that demonstrate the value of their Greater Beloit Chamber of Commerce membership.

RESPONSIBILITY: MEMBERSHIP COMMITTEE

OBJECTIVE 1 MEMBER ACQUISITION, RETENTION & COMMUNICATION

1. Retain 95 % of registered Chamber members each calendar year (6% drop rate in 2017).
  - A. Survey non-renewal members for the past 3 years to determine reasons for non-renewal; analyze data and address results. Ongoing process.

- B. By December 2019, conduct assessment of current channels of communication with members; analyze results.
    - 1) By 09/20/18, update the Chamber website.
    - 2) Use survey results to enhance program and service communications to members where the message focus is on the purpose, quality, value and timeliness of the information provided.
  - C. By December 2019, create a training program for Chamber Ambassadors and utilize them to assist with the Membership Retention Program.
2. Mindful of our membership diversity, increase the number of new registered Chamber members by 7 % in years 2020-2022.
- A. By December 2019, develop and implement a process to identify prospective Chamber members; implement annually.
  - B. Monitor results and adjust process as necessary.

## OBJECTIVE 2 MEMBER SATISFACTION & ENGAGEMENT

- 1. Develop a face-to-face survey to assess current Programs and Services by May 2019.
- 2. In January 2020, assign the Special Events Committee to review and analyze the results of the Program and Services Survey.
  - A. Work with the Finance Committee to prepare recommendations for continuation, enhancement, expansion or elimination of programs and services by March 1, 2020.
    - 1) By March 1, 2020, re-design delivery Programs and Services based on survey results.
    - 2) By March 1, 2020, revise calendars and delivery systems as necessary.
    - 3) In March 2020, present data and recommendations to board for action; communicate results to membership.

## Financial Stability

STRATEGY: Ensure fiscal responsibility and financial resources to meet the facility, program, service and personnel needs of Greater Beloit Chamber of Commerce.

RESPONSIBILITY: FINANCE COMMITTEE

### OBJECTIVE 1 ENSURE FISCAL RESPONSIBILITY AND SUSTAINABILITY

1. Create and maintain a reserve fund for operating expenses, and a capital fund for GBCC future capital needs
  - A. By 10/31/18, establish and designate a separate account for each fund (prior to the budget process).
  - B. By 12/31/18, transfer funds in the amount of \$15,000 to the capital fund.
  - C. If capital funds are utilized, replenish back to the \$15,000 within 2 years.
  - D. By 12/31/18, transfer funds equal to one (1) month of operating expenses to the Operating Reserve Fund.
  - E. By 12/31/19, increase the Operating Reserve Fund balance to an amount equal to two (2) months of operating expenses.
  - F. By 12/31/20, increase the Operating Reserve Fund balance to an amount equal to three (3) months of operating expenses.
2. By 2/28/19, evaluate the financial return on investment (ROI) for each GCBB event, program and service to understand the financial position.
  - A. By 12/31/18, establish the assessment criteria.
  - B. By 1/31/19, complete the evaluation.
  - C. In February 2019, report findings and recommendations to the Board for review and action.
3. Conduct a biannual audit to assure GBCC compliance with all regulatory, accounting and personnel practices.
  - A. Assure organizational cooperation and access required in the review process.
  - B. Implement any required or recommended changes in policy, procedure or operations in a timely manner.
  - C. Assure on-going training for board members related to GBCC financial matters for which they are responsible/accountable.
  - D. In years opposite full audit, conduct an audit review.

OBJECTIVE 2 PROVIDE FINANCIAL RESOURCES TO MEET GBCC ORGANIZATIONAL NEEDS

1. Achieve monthly budget target results required to provide programs and services to Chamber members.
  - A. Utilize user-friendly record-keeping and reporting formats for both staff and board; train new members as needed.
  - B. Monitor financial reports monthly.
2. By December 31 annually, assure the combined income from all special events and programs held during the calendar year generate a minimum net return of 65%.
3. Continually seek new opportunities for revenue enhancement, expense reductions, other cost control or fund management options and operational improvements to foster organizational efficiency.

## Marketing & Public Relations

STRATEGY: Ensure adequate and appropriate communication mechanisms are in place for all stakeholders.  
RESPONSIBILITY: MARKETING COMMITTEE

OBJECTIVE 1 EVALUTE COMMUNICATIONS MECHANISMS

1. Evaluate GBCC's existing member engagement mechanisms monthly.
  - A. By 09/30/2018, establish baseline engagement data for the following mechanisms: Mail Chimp newsletter; Facebook page; and GBCC website. Marketing Committee will review.
  - B. For a period of 3 months, monitor each site as follows:
    - 1) Mail Chimp: Monthly
    - 2) Facebook page: Monthly
    - 3) GBCC Website: Monthly
  - C. By 11/15/18, analyze data to establish beginning benchmarks.
2. By 11/30/18, determine need for changes.
  - A. If needed, develop formats designed to increase use of each mechanism by 4/30/2019.
  - B. If needed, implement design/content/frequency changes by 7/31/2019.
  - C. Develop new incremental targets to increase member engagement with each existing communications vehicle.

Measure monthly.

- 1) Mail Chimp 09/30/18 Baseline:     ; Target: increase open and click through rate 5%
- 2) Facebook page 10/31/18 Baseline: 1400 likes; Target: increase likes 5% over 12 months
- 3) GBCC Website 10/31/18 Baseline: tbd; Target: increase new traffic 5%

OBJECTIVE 2            PROVIDE APPROPRIATE COMMUNICATION MECHANISMS TO MEET COMMUNICATIONS NEEDS OF GBCC STAKEHOLDERS

1. In cooperation with the Member Satisfaction & Engagement Committee's face-to-face survey, add question(s) regarding interviewee's use of GBCC communications mechanisms. Develop questions to determine: What member needs to know about GBCC, its events, programs, membership? Do they receive that information now? If so, how? Is it timely? Do they share information received with others? Friends, family, colleagues? If not, how would they prefer to do so? What can GBCC do to improve communication with them?
2. Return data to staff. Analyze data.
3. Develop objectives to revise/add/eliminate methods or mechanisms as necessary.
  - A. By 1/31/19, conduct a detailed review of communications frequency and content.
    - 1) List all the things for which GBCC distributes information. (e.g. events, programs, organizational information, endorsements, advocacy, general information, emergency, confidential, news release, radio message, TV message, etc.)
    - 2) For each category by 4/30/18: Aimee/Maggie
      - a) Identify key points of information recipients need to know;
      - b) Identify target recipients
      - c) List the mechanisms used to distribute the information to targeted recipients.
      - d) Identify Core Value/Competency represented

ITEM	NEED TO KNOW	TARGET RECIPIENTS	MECHANISM(S)	CORE VALUE/ COMPETENCY
Annual Dinner	Date, time, place; Keynote speaker			Leadership, Networking, Comm Champion
Legislative Breakfast	Date, time, place Legislators present Topics addressed			Leadership Education Advocacy
Town of Beloit Incorporation opposition	Background Why GBCC involved Why opposed			Leadership Education Comm Champion

- B. Three months prior to each planning quarter, develop key topical GBCC messages /phrases to be included in GBCC communications. (e.g. As part of our Leadership (or Member Education) Initiative; In response to; In collaboration with; Business to Business (B2B) networking opportunity for Chamber members; Championing the addition of a new stateline area business,)

## GOVERNANCE

STRATEGY: Ensure a strong, engaged board whose members reflect the diversity of our Chamber members, possess skills necessary to manage and grow the Chamber; and employ and model best practices in the conduct of Chamber business.

RESPONSIBILITY: EXECUTIVE COMMITTEE

### OBJECTIVE 1 ASSURE GBCC COMPLIANCE WITH LEGAL REQUIREMENTS AND MAINTAIN LEGAL DOCUMENTS

1. Assure safekeeping for the GBCC Articles of Incorporation, the 990 forms for the prior three (3) years, current copy of the Bylaws, any legal documents related to GBCC's status with the Internal Revenue Service or the State of Wisconsin, copies of the minutes of Chamber board meetings.

2. Review the Bylaws every three (3) years to assure they:
  - Regulate the current areas of Chamber management;
  - Comply with current Wisconsin law for the protection of the Chamber and its members;
  - Have been shared with Chamber members.

OBJECTIVE 2            MAINTAIN AN ORGANIZATIONAL STRUCTURE THAT IS CLEAR AND APPROPRIATE FOR GBCC SIZE AND GOALS

1. Develop a GBCC organizational chart designating the flow of information and reporting responsibilities.
2. Assure an appropriate board committee structure that is in balance and alignment with the Chamber Mission.
3. Define skill sets necessary to effectively maintain and grow Chamber programs and services.
  - A. Assure term limits and job descriptions are in place for board members.
  - B. Recruit board and staff members who possess the appropriate skill sets/expertise to guide the Chamber.
  - C. Provide training opportunities to maintain and advance skill sets.
4. Establish a review process for Officers and Directors.

OBJECTIVE 3            EMPLOY AND MODEL BEST PRACTICES IN THE CONDUCT OF CHAMBER BUSINESS

1. Assure policies and procedures appropriate to Chamber governance and operations are in place and current.