

# FY2007-2010 STRATEGIC PLAN



## Charleston Metro Chamber of Commerce

Brian Moody – FY2006 Chairman of the Board  
Tom Hood – FY 2007 Chairman of the Board  
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Adopted by the Board of Directors  
June 30, 2006

FY2007-FY2010  
Strategic Plan  
Charleston Metro Chamber of Commerce

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Vision

The Charleston Metro Chamber of Commerce is successfully positioning our region as *America's best location to live, work and play.*

Mission

Through leadership, relevancy, diversity and innovation, the Charleston Metro Chamber of Commerce is the catalyst for advancing our region's economy, improving our quality of life and enhancing our members' success.

Core Values

The Charleston Metro Chamber of Commerce's core values are... leadership, relevance, integrity, diversity and innovation.

Chamber Goals

Region's Economy

Promote and enhance a vibrant, diverse and sustainable economy through measurable and actionable strategies.

Quality of Life

Maximize the benefits for a diverse population and culture by fostering a high ranking quality of life for all residents of our region.

Members' Success

Provide targeted products, services, events and programs that members consider as essential elements of their success.

Organization Improvement

Position the Charleston Metro Chamber organization to be innovative, resourceful, responsive and effective for long term sustainability.

# FY2007-FY2010 Strategic Plan Goals and Objectives

## Charleston Metro Chamber of Commerce

### *I. Region's Economy*

**GOAL STATEMENT:** Promote and enhance a vibrant, diverse and sustainable economy through measurable and actionable strategies.

**Objective 1: Education**

*Act as a catalyst for building, engaging and retaining human capital, brainpower and knowledge.*

**Objective 2: Innovation / Entrepreneurship**

*Advance innovation in regional economic growth.*

**Objective 3: Targeted Industry Growth**

*Create vertical communities of interest to support the region's key economic engines such as hospitality, military, port/waterfront, health, etc.*

**Objective 4: Coalitions**

*Leverage and build coalitions to connect organizations and business people with human and financial resources in the region.*

### *II. Quality of Life*

**GOAL STATEMENT:** Maximize the benefits for a diverse population and culture by fostering a high ranking quality of life for all residents of our region.

**Objective 1: Regional Infrastructure Plan/Vision**

*Co-sponsor, with the Berkeley-Charleston-Dorchester Council of Governments, a Regional Planning / Visionary Initiative to build agreement on our regional vision, planning and infrastructure needs that will accommodate future growth.*

**Objective 2: Quality Candidates / Sound Public Policy**

*Position the Chamber as a leader in building coalitions and mobilizing resources for the purpose of electing quality candidates and strengthening business influence in the adoption of sound public policy.*

**Objective 3: Balanced Growth**

*Seek the adoption of regional policies for balanced growth.*

**Objective 4: Workforce Housing**

*Increase the accessibility and supply of workforce housing by all local governments in the region.*

**Objective 5: Community Health Initiative**

*Develop and implement a partnership with the Trident United Way to create a community health initiative to address our future health and wellness needs.*

**Objective 6: Chamber Leadership as an Information Source**

*Continue to position the Chamber as a leading source for up-to-date, accurate and timely economic and community information.*

### *III. Members' Success*

**GOAL STATEMENT:** Provide targeted products, services, events and programs that members consider as essential elements of their success.

**Objective 1: Membership Research**

*Determine the benchmarks that members consider essential elements of their success...ask, listen, identify.*

**Objective 2: Program Development**

*Tailor products and services to satisfy our members' success benchmarks and communities of interest.*

**Objective 3: Customized Delivery**

*Deliver customized products through High Tech and High Touch that are relevant to members as well as potential members.*

### *IV. Organization Improvement*

**GOAL STATEMENT:** Position the Charleston Metro Chamber organization to be innovative, resourceful, responsive and effective for long term sustainability through continuous evaluation and process improvement.

**Objective 1: Revenue Enhancement**

*Ensure adequate revenue to meet the mission and vision of the Chamber.*

**Objective 2: Internal Operations Improvement**

*Provide innovative resources and technology to staff and volunteers for product development and delivery.*

**Objective 3: Image Enhancement**

*Ensure the success of the Chamber image, brand and marketing.*

**Objective 4: Chamber Quarters**

*Solve the long term need for debt-free chamber quarters.*

**Objective 5: Leader Development**

*Serve as a catalyst for effective Chamber and community leadership, reflecting the diversity of the region.*

**Objective 6: Diversity Focus**

*Advance diversity in the region, in all sectors (race, age, socio-economic class, innovation, etc.).*

# FY2007-FY2010 Strategic Plan Goals, Objectives and Outcomes Charleston Metro Chamber of Commerce

## I. Region's Economy

### GOAL STATEMENT

***Promote and enhance a vibrant, diverse and sustainable economy through measurable and actionable strategies.***

### OBJECTIVES and OUTCOMES

#### **Objective 1: Education**

*Act as a catalyst for building, engaging and retaining human capital, brainpower and knowledge.*

Outcomes:

- Increase **number of high school graduates** from 56% to over 60% and SAT/HSAP test scores by at least 10%
  - Resource requirement: secure fourth and fifth year smaller learning communities funding from Department of Education of \$2.5 million.
  - Timeline: by 2010
  - Responsibility: Education Foundation
- **Align curriculum and governance** to meet regional economic needs
  - Resource requirement: \$30,000 for execution of advanced degree business community needs survey.
  - Timeline: by 2010
  - Responsibility: Education Foundation, Public Policy/Regional Advancement
- Raise **awareness** of the region's public and private **education successes**.
  - Resource requirement: \$100,000 for development of "Top 50" list of educational successes in the region and execution of PR campaign.
  - Timeline: by 2008
  - Responsibility: Education Foundation, Communications & Marketing, Public Policy
- Designate the Education Foundation as **lead partner of Regional Education Center (REC)**
  - Resource requirement: \$100,000 per year REC grant from the State
  - Timeline: by 2007
  - Responsibility: Education Foundation

#### **Objective 2: Innovation / Entrepreneurship**

*Advance innovation in regional economic growth.*

Outcomes:

- Grow the **number of knowledge-based businesses** by at least 10% by increasing resources for start-up and later stage companies
  - Resource requirement: meet annual budget goals of ThinkTEC/Innovation.
  - Timeline: 2.5% per year
  - Responsibility: ThinkTEC/Innovation
- Work through the **FastTrac Program** to establish at least **20 new companies** in the region, and develop a **tracking system** to measure FastTrac students' accomplishments and needs.
  - Resource requirement: \$250,000 SC Commission of Higher Education annual operational funding.
  - Timeline: five new companies per year
  - Responsibility: ThinkTEC/Innovation

- Successfully pass **legislation that provides growth incentives and/or infrastructure improvements** to grow business – with an emphasis on knowledge-based business.
  - Resource requirement: meet annual budget goals of Public Policy/Regional Advancement and ThinkTEC/Innovation
  - Timeline: annually
  - Responsibility: Public Policy/Regional Advancement, ThinkTEC/Innovation
- Provide new **resources to sustain business growth** (e.g. business continuity planning/emergency preparedness/business identity theft)
  - Resource requirement: meet annual budget goals of ThinkTEC/Innovation
  - Timeline: annually
  - Responsibility: ThinkTEC/Innovation

### **Objective 3: Targeted Industry Growth**

*Create vertical communities of interest to support the region's key economic engines such as hospitality, military, port/waterfront, health, etc.*

Outcomes:

- **Deepen the industry clusters** (biosciences, aerospace, automotive, creative industries, advanced security) identified in the Forward Charleston Report, **grow other key industries** through targeted councils (e.g. Developers, Hospitality, LMC), and **align workforce skills** with industry needs
  - Resource requirement: \$5 million Workforce Development Grant
  - Timeline: by 2010
  - Responsibility: Public Policy/Regional Advancement, ThinkTEC/Innovation, Business Development, Member Programs
- Work with military and congressional offices to have the Charleston **joint-base commanded by a flag officer**, as the military changes its designation from 18 to 10, remain one of the **top military strategic ports** in the U.S., and **expand and upgrade runways** at Charleston International Airport and Charleston Air Force Base.
  - Resource requirement: seek federal funding as needed.
  - Timeline: Command by a flag officer by 2007  
Top 10 designation by 2008  
Runway expansion by 2010
  - Responsibility: Public Policy/Regional Advancement
- Secure state funding for construction of the **port access road**
- **Permitting secured and terminal construction** considerably underway
- Clarify ownership of Jasper site so that the SC State Ports Authority will **maintain top tier status**
  - Resource requirement: state funding for port access road
  - Timeline: by 2010
  - Responsibility: Public Policy/Regional Advancement, Business Development

### **Objective 4: Coalitions**

*Leverage and build coalitions to connect organizations and business people with human and financial resources in the region.*

Outcomes:

- Strengthen the **Chamber's leadership role** to structure a local, state and/or federal **coalition to advocate and promote regional issues** for advancement of the region, such as high speed rail, runways, port, roads, mass transit, etc.
  - Resource requirement: meet annual budget goals of Public Policy/Regional Advancement
  - Timeline: on an on-going basis
  - Responsibility: Public Policy/Regional Advancement

- Re-establish a **regional business resource network for small businesses** named “Small Business Charleston.”
  - Resource requirement: funding for development and on-going maintenance of web site.
  - Timeline: by June 30, 2007
  - Responsibility: Business Development
  
- Support the roll-out of the Charleston Regional Development Alliance sponsored "**Inspired in Charleston**" **regional brand**
  - Resource requirement: \$10,000 for printed materials
  - Timeline: based on regional branding kick-off
  - Responsibility: Public Policy/Regional Advancement, ThinkTEC/Innovation, Business Development, Organization Improvement, Communications & Marketing

## *II. Quality of Life*

### GOAL STATEMENT

***Maximize the benefits for a diverse population and culture by fostering a high ranking quality of life for all residents of our region.***

### OBJECTIVES and OUTCOMES

#### **Objective 1: Regional Infrastructure Plan/Vision**

*Co-sponsor, with the Berkeley-Charleston-Dorchester Council of Governments, a Regional Planning / Visionary Initiative to build agreement on our regional vision, planning and infrastructure needs that will accommodate future growth.*

Outcomes:

- Develop a **regional growth planning document** that is endorsed and adopted by the BCD COG, Charleston Metro Chamber and other organizations.
  - Resource requirement: \$300,000-\$500,000 (estimate)
  - Timeline: by 2010
  - Responsibility: Public Policy/Regional Advancement

#### **Objective 2: Quality Candidates / Sound Public Policy**

*Position the Chamber as a leader in building coalitions and mobilizing resources for the purpose of electing quality candidates and strengthening business influence in the adoption of sound public policy.*

Outcomes:

- Maintain our current **Public Policy Ballot Support guidelines** for future and potential public ballot issues
- Create and promote a **database of members**, diverse and qualified to **hold appointments within local government** (i.e. Planning Commission; Zoning Board) and elected office.
- At least 80 percent of **candidates endorsed by BACPAC** are elected to public office
- Secure implementation of **two-thirds of the Chamber’s Legislative Agenda** each year.
  - Resource requirement: annual budget goals of the Public Policy/Regional Advancement Division are achieved
  - Timeline: annually
  - Responsibility: Public Policy

#### **Objective 3: Balanced Growth**

*Seek the adoption of regional policies for balanced growth.*

Outcomes:

- Local governments develop **incentives for growth and in-fill**.
- Maximize existing infrastructure and **reduce urban sprawl**.
- Adoption of the **Chamber Growth Ethic philosophy** by at least three local governmental agencies.

- Resource requirement: None
- Timeline: annually
- Responsibility: Public Policy/Regional Advancement

#### **Objective 4: Workforce Housing**

*Increase the accessibility and supply of workforce housing by all local governments in the region.*

Outcomes:

- Narrow the gap by five percent between the median sales price and percent of households qualified to purchase the average price home as defined by the Housing Affordability Index to better provide the region with **adequate and accessible workforce housing**.
  - Resource requirement: annual budget goals of the Public Policy/Regional Advancement Division are achieved
  - Timeline: by 2010
  - Responsibility: Public Policy/Regional Advancement
- **Champion the Developers Council** as the group to enhance regional cooperation and advance the availability of workforce housing
  - Resource requirement: annual budget goals of the Public Policy/Regional Advancement Division are achieved
  - Timeline: by 2010
  - Responsibility: Public Policy

#### **Objective 5: Community Health Initiative**

*Develop and implement a partnership with the Trident United Way to create a community health initiative to address our future health and wellness needs.*

Outcomes:

- Identify and facilitate the **adoption of best practices from other regions that favorably impact healthcare costs** such as eliminating handwritten prescriptions, patient data systems, etc.
  - Resource requirement: TBD
  - Timeline: by 2010
  - Responsibility: Public Policy/Regional Advancement, Executive Department, Organization Development

#### **Objective 6: Chamber Leadership as an Information Source**

*Continue to position the Chamber as a leading source for up-to-date, accurate and timely economic and community information.*

Outcomes:

- Maintain the **Chamber's reputation as the "go to" place for community economic information** that gauges and tracks the region's progress in advancing quality of life. Measurements: Number of grants, projects and contracts for the Center for Business Research that exceed \$350,000 annually; Work of the CBR is featured monthly in The Post and Courier; the number of accesses to data on the Chamber's web site increases 25%.
  - Resource requirement: annual budget goals of the Public Policy/Regional Advancement Division are achieved
  - Timeline: annually
  - Responsibility: Regional Advancement, Communications & Marketing

### *III. Members' Success*

#### GOAL STATEMENT

***Provide targeted products, services, events and programs that members consider as essential elements of their success.***

#### OBJECTIVES and OUTCOMES

##### **Objective 1: Membership Research**

*Determine the benchmarks that members consider essential elements of their success...ask, listen, identify.*

Outcomes:

- Select and implement **research methods** that provide statistically sound methodology from both members and nonmembers.
- Use the results to **define communities of interest** that are **not currently being served**.
- Use the responses to **determine benchmarks for measuring** our members' success criteria.
- Establish a **baseline for development and/or elimination** of Chamber **programs and services** offered.
  - Resource requirement: meet annual budget goals
  - Timeline: July 06 – May 07, report at the May Leadership Planning Retreat; ongoing thereafter
  - Responsibility:
    - Review research methods: Staff Management Team
    - Define and develop research methods: Center for Business Research, Member Programs, Communications & Marketing and Membership Development, Member Success Group

##### **Objective 2: Program Development**

*Tailor products and services to satisfy our members' success benchmarks and communities of interest.*

Outcomes:

- Increase **number of engaged members** by X percentage... benchmarks to be determined through research
- Increased **return on investment** by X percentage for sponsors interested in reaching defined communities of interest... benchmarks to be determined through research
  - Resource requirement: Creation of and funding for a Members Success Group
  - Timeline: annually
  - Responsibility: Staff Management Team

##### **Objective 3: Customized Delivery**

*Deliver customized products through High Tech and High Touch that are relevant to members as well as potential members.*

Outcomes:

- **Personalized involvement/volunteer proposals for members** that connects them to their community of interest and create a presence throughout the region
  - Resource requirement: meet annual budget goals
  - Timeline: annually
  - Responsibility: Communications & Marketing, Information Technology, Membership Development, Member Programs, ThinkTEC/Innovation

## IV. Organization Improvement

### GOAL STATEMENT

***Position the Charleston Metro Chamber organization to be innovative, resourceful, responsive and effective for long term sustainability through continuous evaluation and process improvement.***

### OBJECTIVES and OUTCOMES

#### **Objective 1: Revenue Enhancement**

*Ensure adequate revenue to meet the mission and vision of the Chamber.*

Outcomes:

- Secure \$\_\_\_\_\_ **additional sponsorship dollars** through communities of interest
  - Resource requirement: meet annual budget goals
  - Timeline: Ongoing
  - Responsibility: Program Divisions
- Achieve \$4,700,000 **annual revenue** by fiscal year end 2010 (7% increase annually)
  - Resource requirement: meet annual budget goals
  - Timeline: annually
  - Responsibility: All
- Grow **Board of Advisors** to 300
  - Resource requirement: meet annual budget goals
  - Timeline: by 2010
  - Responsibility: Board of Directors, Membership Development
- Hire a **grant request writer** on staff or on retainer who is obtaining successful results and identify and apply for **new and renewable grant/foundation awards**.
  - Resource requirement: Funding of \$X
  - Timeline: begin in 2007 and evaluate effectiveness each year
  - Responsibility: Varied
- Generate \$100,000 annual revenue through **web initiated opportunities**
  - Resource Requirement: meet annual budget goals
  - Timeline: by 2010
  - Responsibility: Communications, Information Technology

#### **Objective 2: Internal Operations Improvement**

*Provide innovative resources and technology to staff and volunteers for product development and delivery.*

- Retain a **competent staff of trained professionals** who satisfy member needs.
- Develop **professional development** plan for each employee
- Maintain **high ratings through surveys** – Member Survey of Customer Service and Employee Satisfaction Survey
- Evaluate **compensation and benefits strategy** to be competitive in the market
  - Resource Requirement: meet annual budget goals plus \$5,000 annually for training room
  - Timeline: annually
  - Responsibility: President and Senior Staff Managers
- Develop **innovative delivery methods** of products and services
  - Resource requirement: meet annual budget goals
  - Timeline: ongoing
  - Responsibility: Senior Staff Management

- Identify a **customer relations management program** for use in improving member services.
  - Resource requirement: meet annual budget goals
  - Timeline: plan in place by 6/30/2007
  - Responsibility: Organization Development, Membership Development, Center for Business Research

### **Objective 3: Image Enhancement**

*Ensure the success of the Chamber image, brand and marketing.*

- Conduct our **Image Campaign** (tell our story)
  - Resource requirement: \$100,000+ to launch
  - Timeline: launch July-September 2006
  - Responsibility: Communications & Marketing, Executive Department
- Measure the **Chamber image** as determined by a community survey to measure perceptions
  - Resource requirement: meet annual budget goals
  - Timeline: baseline established in 2006; annually thereafter
  - Responsibility: Communications & Marketing, Center for Business Research
- Receive **re-accreditation with a Five Star designation** in 2010
  - Resource requirement: meet annual budget goals
  - Timeline: January 2010
  - Responsibility: members and staff

### **Objective 4: Chamber Quarters**

*Solve the long term need for debt-free Chamber quarters.*

- Create a plan to **balance the physical facility office needs** with cyberspace opportunities.
  - Resource requirement: meet annual budget goals
  - Timeline: timeline determined by feasibility analysis
  - Responsibility: Organizational Development, Finance, Information Technology
- Operate in a **debt-free, permanent location** that incorporates green building practices
  - Resource requirement: Capital campaign of \$X
  - Timeline: Feasibility Analysis conducted in FY2007; Plans developed in 2008; Relocation in 2009
  - Responsibility: Finance, Organization Development, Quarters Task Force

### **Objective 5: Leader Development**

*Serve as a catalyst for effective Chamber and community leadership, reflecting the diversity of the region.*

- Provide **leaders and leadership for community engagement**, and increase joint board membership and accessibility (e.g. provide inventory of resources / board memberships) with a special focus on **ownership of regional issues**.
  - Resource requirement: meet annual budget goals
  - Timeline: ongoing
  - Responsibility: Leadership Charleston, FastTrac, Ambassadors Club, Young Professionals, Board of Directors, etc.
- Focus on visionary and inspirational talent to enhance **Board development** for the benefit of the Chamber and community. Grow the volunteer resources (committees, task forces, CEOs who have moved to the region, etc.) for future leadership.
  - Resource requirement: meet annual budget goals
  - Timeline: ongoing
  - Responsibility: Executive Department, Board of Directors

## **Objective 6: Diversity Focus**

*Advance diversity in the region, in all sectors (race, age, socio-economic class, innovation, etc.).*

- Improve the perception of the region as **honoring our history and embracing innovation**; Promote a **diverse population and culture** that provides opportunity to all citizens including positions of influence, both public and private sector ; Support the development and growth of a strong "**minority middle class**" for our region using the benchmarking report as the baseline measure
  - Resource requirement: meet annual budget goals
  - Timeline: Ongoing
  - Responsibility: Business Development, ThinkTEC/Innovation, Public Policy/Regional Advancement, Center for Business Research
  
- Actively promote an **organizational climate that is inclusive, open and flexible** in order to benefit from the talents and perspectives of a staff which reflects the diversity of the region.
  - Resource requirement: meet annual budget goals
  - Timeline: ongoing
  - Responsibility: Executive Department, Organization Development