



2009 Strategic Plan



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Dear DeKalb Chamber of Commerce Members and Friends:

A strong and vibrant chamber of commerce is crucial to DeKalb County's stability and economic vitality. Throughout its illustrious 71-year old history, the DeKalb Chamber of Commerce has always worked to be a positive change agent in DeKalb County. Over the years, DeKalb County has changed from an agrarian society to a major urban center. With that change comes various challenges and opportunities for the many entities that call DeKalb home. Many influences impact the business environment of DeKalb's 20,000 plus businesses and the quality of life of its 700,000 plus residents.

For the past several years, the DeKalb Chamber has been in the midst of major growth and development. To aid that growth, the Board of Directors embarked upon the creation of a three-year strategic plan. This document will ensure that the DeKalb Chamber remains relevant and is able to positively impact DeKalb County for years to come. As Chairman of the DeKalb Chamber Board of Directors, I am excited about what the future will bring and look forward to working with members of the civic, business, and government arenas to see DeKalb County become the premier place for business and residential living.

I invite you to review this document and find your niche as the expertise and knowledge of many will be needed to carry this plan to fruition. For more information on the Chamber and to get involved, please visit www.dekalbchamber.org or call 404-378-8000.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles Yorke".

Charles Yorke
President, Cornerstone Bank
Chairman, DeKalb Chamber of Commerce Board of Directors



DEKALB CHAMBER OF COMMERCE – STRATEGIC PLAN 2009-2011 OVERVIEW

MISSION

The mission of the DeKalb Chamber of Commerce is to support, promote, and stimulate business development in DeKalb County, Georgia.

OUR HIGHEST ASPIRATION

DeKalb County is the premier business environment in Metro Atlanta

VISION for 2011

The DeKalb Chamber is the facilitator of solutions to community challenges that require collaboration between business leadership and economic development interests in DeKalb County, Georgia.

CORE BELIEFS

Locally driven
Globally aware
Connectivity
Relevance

Innovation
Collaboration
Inclusivity
Flexibility

GOALS

MEMBER SERVICES AND PROGRAM DEVELOPMENT – By December 31, 2011, 80% of DCC members will engage in at least one activity per year.

MARKETING/PUBLIC RELATIONS – By December 31, 2011, DCC stakeholders will have a consistent understanding of DCC's mission and its full range of services; will know how they can participate in accomplishing the mission; and will have constant access to DCC to provide feedback.

ECONOMIC DEVELOPMENT – By December 31, 2011, DCC will be a leader and primary connection to the business community for economic developers in DeKalb County, Georgia.

MEMBER RECRUITMENT AND RETENTION – By December 31, 2011, DCC will increase its membership to 1500 with a member retention rate of 80%.

FUNDRAISING AND REVENUE GENERATION – By December 31, 2011, DCC will triple its revenue in accordance with membership increase.

ORGANIZATIONAL DEVELOPMENT – By December 31, 2011, DCC will be an accredited Chamber.

BOARD AND MEMBERSHIP ENGAGEMENT – By December 31, 2011, DCC will involve 100% of board members in active service initiatives and enlist active involvement from Chamber members.



DEKALB CHAMBER OF COMMERCE
STRATEGIC PLAN DASHBOARD – 2009-2011

MISSION: *What is DCC's primary purpose?*

The mission of the DeKalb Chamber of Commerce is to support, promote, and stimulate business development in DeKalb County, Georgia.

VISION: *What will be different about DCC in 3-5 years?*

DeKalb Chamber of Commerce is the leader of and advocate for collaboration between business leadership, economic development, and public policy interests in DeKalb County, Georgia.

VALUES: *What core beliefs and characteristics guide our decision making?*

Locally driven
Globally aware
Connectivity
Relevance

Flexibility
Innovation
Collaboration
Inclusivity

OUR HIGHEST ASPIRATION

DeKalb County is the premier business environment in Metro Atlanta.

Goals and Objectives	Strategic Priorities		
	2009	2010	2011
<p><u>GOAL I. MEMBER SERVICES AND PROGRAM DEVELOPMENT</u></p> <p>By December 31, 2011, 80% of DCC members will engage in at least one activity per year.</p> <p><i>Note: "Member engagement" is defined as active involvement in a DCC program or initiative such as an event, task force, or Chamber council.</i></p> <p>Goal Owner: Leonardo McClarty</p>	<p>Create a Member Services Task Force charged with advising staff on how best to promote member engagement. Review existing member services and programming to ensure a match with member needs/interests and current political, economic environment.</p> <p>Set up a member database, including tracking methods for this goal. Ensure integration across software platforms.</p>	<p>Target industry involvement through database system.</p>	<p>Develop new member services and programming that matches member needs/interests and current political and economic climate.</p>
<p><u>GOAL II. MARKETING/PUBLIC RELATIONS</u></p> <p>By December 31, 2011, DCC stakeholders will have a consistent understanding of DCC's mission and its full range of services; will know how they can participate in accomplishing the mission; and will have constant access to DCC to provide feedback.</p> <p>Goal Owner: Patrick Putman</p>	<p>Create a Board Level Marketing Chair charged with convening and liaising with the Marketing Task Force.</p> <p>Identify and recruit board members with marketing expertise.</p> <p>Engage members who have marketing/public relations expertise to provide leadership and support for marketing efforts in a Marketing Task Force charged with advising staff on how best to implement this goal. Examine DCC's image (internal and external) and effectiveness of existing marketing/public</p>	<p>Implement 3-5 year marketing/public relations plan.</p>	

Goals and Objectives	Strategic Priorities		
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	<p>relations strategies.</p> <p>Identify and contract with a consultant who can provide leadership and support for our marketing programs.</p> <p>Develop and secure resources to support implementation of a 3-5 year marketing/public relations plan.</p>		
<p><u>GOAL III. ECONOMIC DEVELOPMENT</u></p> <p>By December 31, 2011, DCC will be a leader and primary connection to the business community for economic developers in DeKalb County, Georgia.</p> <p>Goal Owners</p> <ul style="list-style-type: none"> - Leonardo McClarty - Charles Yorke 	<p>Define a methodology to target, assess and define advocacy agendas about complex economic development issues facing DeKalb County. (e.g., Education, Changing Role of County Government, Economic Downturn, etc.)</p> <p>Through environmental scanning, clarify DCC's economic development niche; identify and pursue opportunities to collaborate with key economic development stakeholders in DeKalb County, Georgia.</p> <ul style="list-style-type: none"> • DeKalb CEO & Administration, municipal governments • DeKalb County Schools Superintendent & Administration • DeKalb civic & business associations (e.g., breakfast meeting with Tucker, Decatur, Lithonia, Clarkston, et al.) 	<p>As opportunities arise, secure collaboration agreements/ memoranda of understanding with key economic development partners in DeKalb County, Georgia.</p> <p>Research and organize an Economic Development Task Force charged with maintaining positive relationships with aforementioned economic development stakeholders and remaining abreast of policy and advocacy issues and opportunities.</p>	<p>Mobilize the DCC Economic Development Task Force; monitor and evaluate progress for sustainability and future needs</p>

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	<ul style="list-style-type: none"> • DeKalb neighborhood associations • DeKalb faith-based organizations • DeKalb higher education institutions DeKalb County power brokers • Other DeKalb Organizations <p>Create a seat on the Board for a high level representative of the County.</p> <p>Increase connectivity among small business organizations to build a coalition that can advocate for economic development.</p>		
<p><u>GOAL IV. MEMBER RECRUITMENT AND RETENTION</u></p> <p>By December 31, 2011, DCC will increase its membership to 1500 with a member retention rate of 80% or higher.</p> <p>Goal Owners</p> <ul style="list-style-type: none"> - Darryl Ford - John Kelly 	<p>Strengthen the Membership Committee charged with working with staff to create and implement DCC's continuous Member Recruitment and Retention program, including:</p> <ul style="list-style-type: none"> ▪ Evaluate and benchmark current offerings ▪ Developing targeted recruitment strategies to increase membership ▪ Utilizing strategies developed under marketing/public relations ▪ Tapping into community partners for potential members ▪ Integrating membership recruitment drives with member programming/events ▪ Creating/maintaining targeted recruitment programming for young professionals (21-40) ▪ Reviewing and evaluating current retention strategies; modify and expand as needed <ol style="list-style-type: none"> 1. Member services and programming 2. Tiered membership fee structure 3. Dues increases as needed to defray costs to deliver services 		

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<p><u>GOAL V. FUNDRAISING AND REVENUE GENERATION</u></p> <p>By December 31, 2011, DCC will triple its revenue in accordance with membership increase.</p> <p><i>Note: The following measures/benchmarks are proposed:</i></p> <ul style="list-style-type: none"> - Revenue retention rate of 80% - Target ratio of 50 dues/50 non-dues revenue <p>Goal Owner: Finance committee</p>	<p>Evaluate and research funding opportunities for sustaining services, programming and initiatives</p> <ul style="list-style-type: none"> ▪ Sponsorships – marketing/public relations; member services/programming and recruitment programming ▪ Foundations – economic development initiatives ▪ Member fees ▪ Capital Campaign ▪ Sunk costs for strategic implementation (examples: software and technology, marketing consultant fees, marketing materials production) 		<p>Identify programs, affinity partnerships or other relationships that offer valuable services for members <i>and</i> create referral fees and/or direct sales revenue for DCC.</p>
<p><u>GOAL VI. ORGANIZATIONAL DEVELOPMENT</u></p> <p>By December 31, 2011, DCC will be an accredited Chamber.</p> <p>GOAL OWNERS</p> <ul style="list-style-type: none"> - Leonardo McClarty - Charles Yorke 	<p>Establish board and staff task force to work on accreditation.</p> <p>Enhance staff development by encouraging members to invite staff to attend trainings they sponsor when space is available.</p>	<p>Increase organizational capacity by creating new staff opportunities; revise existing organizational chart and job descriptions to reflect increased capacity in accordance with accreditation standards</p>	<p>Complete Round 1 of Accreditation process</p>
<p><u>GOAL VII. BOARD ENGAGEMENT</u></p> <p>By December 31, 2011, DCC will involve 100% of board members in active service initiatives and enlist active involvement from Chamber members.</p>	<p>Restructure DCC board (i.e., committees and officers) and clarify roles and responsibilities to support direction provided in this plan, including the expectation of 100% board participation on committees</p>	<p>Constitution and Bylaws review - Ensure board structure and officers and standing committees are consistent with Bylaws and that Bylaws are consistent with requirements of accreditation.</p>	

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	<p>Take steps to enrich the content of board meetings.</p> <p>Develop a vehicle for board and member involvement by creating three levels of leadership roles in the implementation of this plan:</p> <ol style="list-style-type: none"> 1. Standing Committee of the Board 2. Chamber Task Force 3. Chamber Council 		
<p style="text-align: center;"><u>Board and member leadership levels</u></p> <p>1. <u>Standing Committee</u>: A permanent committee chaired by a board member, membership is board members only, advised and supported by Chamber staff and/or consultants. Purpose is to save time for the board as a whole by proposing approaches to issues within their purview. (e.g., Fundraising)</p> <p>2. <u>Chamber Task Force</u>: An ad hoc working group convened by a board member, who also acts as board liaison. Membership includes chamber members who have interest and expertise in the issues. Tasks are specific and time limited. (e.g., Annually advise staff regarding programming and member services)</p> <p>3. <u>Chamber Council</u>: An ad hoc information sharing session convened by a board member who also acts as board liaison. Membership includes Chamber members who have interest in the issue being considered. Goal is to learn more about and comment on an issue of interest, such as education, county government, etc., possibly in conversation with the leaders around the issue.</p>			