



ANNUAL OPERATING PLAN
2012

T A B L E O F C O N T E N T S

(Board Approved November 16, 2011)

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Introduction

ANNUAL OPERATING PLAN

The 2012 Annual Operating Plan is developed and designed to support the Five Year 2012-2016 Long-Term Strategic Plan. It provides the annual action plan and work focus of each Chamber Department for 2012. It is organized according to the six Strategic Imperatives identified in the Strategic Plan, as illustrated in Table 1: An Annual Operating Plan review will occur at the end of each quarter by the Chamber staff with an update provided to the President and Management Council. The review provides an accurate timeline for the action to be completed.

TABLE 1: Strategic Imperatives

# OF STRATEGIC IMPERATIVE	DESCRIPTION
I. 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.
II. 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.
III. Environmental Sustainability	Improve and protect the economy and our quality of life by promoting environmental sustainability that supports a business-friendly climate.
IV. Talent Development and Retention	Develop, attract and retain 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.
V. Membership Growth	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.
VI. Financial Sustainability	Ensure the future sustainability of the chamber as a result of conservative, realistic, yet optimistic budgeting; addressing an effective return on member's investment; analyzing historical data and aggressively capturing new income streams for the chamber's programs.

The Operating Plan describes how the organization plans to accomplish each of the goals and objectives identified in the Strategic Plan, including the following specific elements:

TABLE 2: Elements of the Annual Operating Plan

ELEMENT	ADDRESSES THE QUESTIONS
Action	What does the organization do to accomplish program objectives?
Lead Member	Who on staff is responsible for accomplishing the action?
Timeframe	When are the dates for actions to be completed?
Results	What are the expected results, benefits or changes for individuals or populations during or after participating in program activities? Short-term, immediate indicator of progress toward a goal.

For each of the Actions, the responsible department is identified, using the following abbreviations:

TABLE 3: Department Abbreviations

CHAMBER DEPARTMENT	ABBREVIATION
Community Development	CD
Economic Development	ED
Finance	FIN
Governmental Affairs	GOV
Management Information Systems	MIS
Membership	MEM
Military Affairs	MIL
Public Relations	PR
Small Business	SB
Workforce Development	WF
Young Professionals	YP

CHAMBER 2012 OPERATING PLAN

STRATEGIC IMPERATIVE (SI)

- I. Economic Development IV. Talent Development and Retention
- II. Community Development V. Membership Growth
- III. Environmental Sustainability VI. Financial Sustainability

SI	GOAL	OBJECTIVE	ACTION	DEPT	LEAD MEMBER	TIMEFRAME	RESULTS
	What are we trying to achieve?	What are the implementation steps to attain the identified goal?	What actions must we take to accomplish the objective?		Who on staff is responsible?	What is the date for the action to be completed?	What are the measurable results?

I.	1. Create jobs and increase capital investment in the region by recruiting new businesses and helping existing companies expand.						
I.		1.a. Maximize product development (ie: property/park development with full infrastructure and utilities; market available buildings/sites; coordinate with workforce development team to create diverse regional workforce)					
I.			Maximize product development and Re-evaluate “targeted” markets and make recommendation to leadership (ie: defense, manufacturing, technology – transaction and financial processing, back office, sustainability – green)	ED	Becca, Brian, Gary (if changes are made, need to update marketing materials)	Immediate	Updated Target Markets
I.			Revamp existing industry initiative and re-implement a modified program	ED	Becca w/ full team support	Ongoing	Updated growth in industries
I.			Check and update building/property section weekly	ED	Sara w/ support from Brian	Ongoing	Updated website data
I.			Market spec buildings electronic package to constant contact	ED	Brian w/ support from Sara	01/12	Current marketing materials /electronic product
I.			Enhanced/focused recruitment on all shovel ready sites	ED	Becca / team	Immediate With An ongoing focus	Shovel ready sites be available
I.			Track Muscogee Technology Park (MTP) progress – 4 lane of technology parkway – report updates monthly	ED	Dayton	Ongoing	Better road access to MTP
I.			Facilitate road improvements in Corporate Ridge Business Park Transport intersection at Cargo Shatulga intersection at Corporate Ridge PKWY Cargo Court	ED	Dayton/Becca	Transport intersection 06/12, now Shatulga intersection 11/12	Better road access to MTP

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I.			Updates of Northwest Harris Business Park Bridge status and timeframe Current park maps/utilities/sites/acreage available etc. Talbot county park. Obtain updated maps/utilities/sites/acreage available	ED	Dayton/David	07/12	Better road access to park
I.			Chattahoochee county – follow up with NSA on access property usage	ED	Dayton		Insure that land is used
I.			Update goals and objectives	ED	Becca	02/12	Goals & Objectives Updated
I.		1.b. Identify leads by continuing to cultivate relations with State project managers, brokers/agents, site selection consultants and direct company contacts.					
I.			Pull 2011's report & tools for review & reallocation	ED	Sara / Brian	04/12	Report during meetings
I.			Consultants visits	ED	Becca / Brian	Ongoing	
I.			Identify and pursue other consultant visits (ie: Mullis, JLS, McCallum Sweeney)	ED	Becca	Quarterly	Increase visibility
I.			Update top employers directory and manufacturing directory—get Mike the updated copies	ED	Sara	04/12	Updated Directory
I.			Continue to track employment trend to report to key leaders	ED	Sara	Ongoing	Employment Trend Report
I.			Identify Kia supplier wage ranges and generate report	ED	Sara/David	02/12	Wage report
I.			Complete “zip code” initiative requested by Chamber President	ED	Sara	02/12	Commuting Report completed
I.			Katherine/Sara cross training	ED	Katherine / Sara	Schedule Quarterly	More efficient staff
I.			Each team member needs to audit office and management of files/data to maximize efficiencies	ED	Team	03/12	Current files maintained
I.			Organize hard copy filing system – purge and take needed files to basement – train staff on new filing system	ED	Katherine w/ support from Sara	04/12	Current files maintained

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I.			Schedule another "K" drive purge	ED	Sara / Katherine	03/12	Current files
I.		1.c. Develop creative incentive offerings to maximize local, state, federal funding opportunities.					
I.			Determine the needs of the client for each project and customize the incentive offerings to meet the needs.	ED	Becca w/ full team support	Ongoing	Incentives identified for each project
I.	2. Serve as the regional economic development action agency						
I.		2.a. Serve as the Regional Economic Development Action Agency in the Columbus Region that will include surrounding communities and counties of Alabama, Georgia as well as Fort Benning; therefore able to focus the energy, capacity and capability of Alabama, Fort Benning, and Georgia and the surrounding counties toward community and economic development in technology, manufacturing as well as small and minority businesses.					
I.			Maximize Sara's marketing skills by pulling her into marketing activities	ED	Becca / Brian / Gary / Sara	03/12	Updated working materials
I.			Develop consistent/uniform/professional marketing materials using our new VP logo (ie: military consistent with ED)	ED	Sara w/ support from Gary & Brian	03/12	More professional products
I.			Review / update all marketing materials to include website – property section	ED	Brian w/ support from Sara	03/12	More professional products
I.			Update all Valley Partnership maps and collateral for consistency (ie: Manchester)	ED	Sara w/ support from Brian	03/12	More professional products
I.		2.b. Communicate marketing strategy and enhancements through newsletters, website, presentations, etc.					
I.			Utilize Chamber Xpress – feature updates, etc.	ED	Brian w/ Dunbar	Ongoing	Articles in Chamber Express
I.			Send quarterly Valley Partnership newsletter to existing businesses	ED	Brian / Sara	Quarterly	Newsletter sent
I.			Allocate funds to update/sustain website	ED	Becca	Funds are already in budget	More professional website
I.			Maintain the website to maximize usefulness	ED	Brian/Sara	Ongoing	# of hits to determine visibility

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I.			"Sync" RGMP / VP / Chamber websites	ED / MIL	Brian / Ron	03/12 and Ongoing	Websites are current
I.			Generate quarterly website reports	ED	Sara	Quarterly	Activity on web reported to Chamber and Development Authority
I.			Update fortbenningandthevalley.com website to improve usability & maintain current	MIL	Colin/Kelly	09/12	Website will be current
I.		2.c. Schedule personal visits with project managers, brokers/agents, consultants and company representatives to support recruitment efforts					
I.			Statewide project managers tour	ED	Team / Georgia Power	06/12	Increase visibility of region
I.	3. Increase the level of awareness of available programs and resources for the region's small businesses.						
I.		3.a. Develop positive cultural and economic business conditions in order to enhance growth opportunities; so Technology, Small, and Minority owned businesses will reap the benefit of these pro-business conditions and prosper in a community empowered growth environment in the Columbus Region					
I.			Reconfigure the Business one stop shop(BOSS) 9-step process into a Small Business Advisory Process that recognizes both the steps to starting a business and the stages of small business development	SB	Deidre	06/12	Completed and introduced at the BOSS ten-year celebration.
I.			Implement tracking system using Chamber IR Membership (IRM) that drives the small business advisory process.	SB	Deidre	06/12	Completed and introduced at the BOSS ten-year celebration.
I.			Develop and distribute collateral material for the BOSS	SB	Deidre	05/12	Completed and introduced at the Small Business Week
I.			Identify and add Fort Benning small business resources to Service Providers Association of US Army (AUSA), Small Business Adviser, Industry Network	SB	Deidre	06/12	Completed and introduced at the BOSS ten-year celebration.
I.			Conduct events in the Chamber that bring BOSS service providers and small businesses together.	SB	Deidre	Ongoing	Scheduled and introduced at the BOSS ten-year celebration.

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I.			Develop and conduct BOSS small business workshops in the Chamber, marketing to both member and non-member businesses.	SB	Deidre	Ongoing	Small business potential to grow.
I.			Bring meetings with service providers, Economic Development and Professional Consultants into the Chamber Depot to the greatest extent possible while maintaining the best interests of the client small business.	ED	Becca	Ongoing	All Economic Development and Professional Consultants Programs conducted in Chamber Depot
I.		3.b. Identify and establish or deepen the relationships with existing small business resource providers.					
I.			Develop a partnership agreement for current and prospective BOSS and Entrepreneur Friendly Community Committee service providers.	SB	Deidre	05/12	Small business potential to grow.
I.		3.c. Develop and implement a marketing/ communication plan for the Entrepreneur Friendly Community Committee(EFCC) and the community of small business resource providers.					
I.			Develop and distribute collateral marketing material for the Entrepreneur Friendly Community Committee(EFCC)	SB	Deidre	05/12	Small business potential to grow.
I.			Develop and conduct two events in the Chamber that bring EFCC service providers and small businesses together.	SB	Deidre	04/12	Scheduled and introduced at the BOSS meeting. Small business potential to grow.
I.			Develop and conduct media marketing campaign for EFCC.	SB	Deidre	Ongoing	Three TV interviews, one Chamber Viewpoint radio show, three radio interviews.
I.	4. Enhance the entrepreneurial climate of the region.						

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I.		4.a. Establish a marketing/communication group of small business volunteers.					
I.			Develop a Small Business Marketing Group to support ALL Small Business programs of the Chamber, including BOSS and EFCC.	SB	Deidre	06/12	Group in place to provide marketing support for all SB marketing efforts listed in strategic plan by 12/12.
I.		4.b. Develop a list of services and providers available to regional small businesses.					
I.			Develop a brochure and webpages for the Chamber website, with links to service providers	SB	Deidre	09/12	Brochure ready for distribution and webpages ready for website.
I.		4.c. Develop marketing materials for regional publications and media outlets.					
I.			Develop articles about regional small business services and providers for Valley Partnership distribution.	SB	Deidre	06/12	Article available for distribution every third month beginning in June, 2012.
I.		4.d. Develop new partnerships for regional entrepreneurial programs.					
I.			Develop regional partnerships for Maneuver Center of Excellence(MCO, BOSS, EFCC, and Drugs Don't Work programs	SB	Deidre	09/12	Direct support for at least two regional entrepreneurial programs.
I.	5. Build Cohesive Public/Private Partnerships and Business-to-Business Relations						
I.		5.a. Promote proactive business legislation.					
I.			Develop Legislative Agenda on an Annual Basis	GOV	Colin	03/12	Defined Legislative Agenda
I.			Solicit input from members & key stake holders regarding legislation conducive to the objective	GOV	Colin	01/12	Defined Legislative Agenda

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I.			Monitor local, state, & federal legislative proposals that impact the objective	GOV	Colin	Weekly	Stay in sync with legislation
I.			Interface w/ GA Chamber, Economic Developer's Association of GA, the Valley Partnership & other pro- business groups to be informed	GOV	Colin	Weekly	Familiarity & awareness of pro/anti business legislation
I.		5.b. Work with and assist regional and county organizations that positively impact economic and community change.					
I.			Support the Valley Partnership	GOV	Colin	Ongoing/daily	Pro-business environment, positive quality of life
I.			Support the Regional Growth Management Team	GOV	Colin	Ongoing/daily	Pro-business environment, positive quality of life
I.		5.c. Provide outside-the-box networking opportunities to target by profession and possible industry.					
I.			Survey regular event attendees to identify what our members are looking for in networking events-AA	MEM	Amy	07/12	Survey results
I.			Survey non-active members to see what would interest them in attending networking events-AA	MEM	Amy	07/12	Survey results
I.			Research best practices to find what is working for others comparable chambers.	MEM	Amy	07/12	Garner new ideas
I.		5.d. Do business with and encourage others to do business with Chamber members.					
I.			Develop a campaign strategy to entice members to do business with others-yard signs-in office signs, bill boards- "Shop where you see the Chamber logo"-AA	MEM	Ashley W.	Ongoing	Increase chamber member visibility
I.			Use the membee "referral" component to track in house referrals and also those that receptionist filters as well-AA	MEM	Ashley W.	Ongoing	Track work load on in-house referrals

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		5.e Expand regional economic development focus within the Columbus region through the development of regional economic development parks, regionally supported speculative buildings, improving existing business parks and regional infrastructure; thus increasing the capacity to recruit new companies, support existing companies and increase economic growth and the tax base.					
I.			Maximize product development and Re-evaluate “targeted” markets and make recommendation to leadership (ie: defense, manufacturing, technology – transaction and financial processing, back office, sustainability)	ED	Becca, Brian, Gary (if changes are made, need to update marketing materials)	04/12	Updated Target Markets
I.			Revamp existing industry initiative and re-implement a modified program	ED	Becca w/ full team support	Ongoing	Aggressive interface with clients
I.			Check and update building/property section weekly	ED	Sara w/ support from Brian	Ongoing	Updated website data
I.			Market spec buildings electronic package to constant contact	ED	Brian w/ support from Sara	01/12	Identify products available
I.	6. Maximize economic and community development opportunities created by Base Realignment and Closure (BRAC) decision growth at Fort. Benning.						
I.		6.a. Prepare for the National Base Realignment and Closure (BRAC) 2015 decision by refining, updating and implementing the Columbus area long range Joint Land Use Study (JLUS) and Regional Growth Management Plan (RGMP) required for the Organization of Economic Adjustment from the Office of the Department of Defense. Thus being able to identify, plan, forecast, and support new facilities, its required infrastructure, and additional education requirements so necessary to support and manage the growth as well as supporting services necessary for the 2015 to 2020 changes that may occur in and to Fort Benning, Georgia.					
I.			Support Valley Partnership & Regional Growth Management Team	GOV	Colin	Ongoing daily effort	Gateways Project & widening of the I-185 to Ft. Benning Completed
I.			Send out Regional Military Focused Update e-newsletter	MIL	Colin	Quarterly	Regional Mil/Civilian focused newsletters
I.			Hire Regional Planning Specialist to assist counties w/ JLUS & RGMP implementation	MIL	Gary	02/12	Help counties surrounding Fort Benning prepare for growth

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I.			Assist counties w/ implementation on JLUS & RGMP "needs improvement" items	MIL	Gary / Colin/Ron	Ongoing	Monthly Visits to counties to help prepare for Fort Benning growth
I.			Secure OEA grant amendment in support of update to RGMP for Population Growth estimates, Economic Impact & Housing	MIL	Colin	05/12	More current info on area
I.			Identify grant funding opportunities in support of growth projects & inform partners in region through notification of funding announcements	MIL	Colin	Quarterly	Funding opportunities identified
I.			Complete 2011 Audit of Valley Partnership Joint Development Authority (VPJDA)	MIL	Kelly /Ron	06/12	Maintain fiscal accountability
I.		6.b. Build pro-military, governmental, public/ private strategic and diverse partnerships to leverage the resources, intellect, experiences, and spheres of influence of the Fort Benning Partnership.					
I.			Enhance Association of US Army (AUSA) partnership – region 3 / identify sponsorship opportunities and meetings to enhance visibility	ED / MIL	Becca w/ support from Gary	09/12	AUSA Washington Conference to Increase visibility to military growth issues
I.			Pursue spec building conceptual models	ED / MIL	Becca w/ support from Gary to target defense industry	03/12	Provide office space for Defense Industry
I.		6.c. Support the immediate growth at Fort Benning that is occurring through their mission growth, changes in military structure, operational tempo and anticipated Base Realignment and Closure (BRAC) 2015 activities through regional planning and partnering with the Base, as well as the Public and Private Sectors.					

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I.			Provide Community Input To Region’s capability to support any increase in post mission, function or units on post. Coordinate with MCoE G-3 (COO) to ensure any approaches by Department Army (DA) or Department of Defense (DOD) to assign new missions on Fort Benning receive community input as to feasibility.	ED / MIL	Gary	On-going	Increase in jobs and investment when opportunity for growth is being coordinated by post with DA or DOD agencies
I.		6.d. Grow the Defense Industry sector by working with the Georgia Department of Economic Development (GDEcD) to recruit Defense Contractor companies.					
I.			Increase visibility with military, especially defense contractors – establish a visitation plan and schedule	ED / MIL	Becca w/ assistance from Gary	02/12	defense contractor visitation schedule
I.			Maneuver Center Warfighting Conference at Ft Benning	ED / MIL	Gary	09/12	Interface with economic developers at Warfighting Conference
I.			AUSA Annual Meeting in Washington	ED / MIL	Gary	07/12	AUSA Meeting to enhance visibility
I.			Trip to Huntsville, AL to meet with Defense Contractors addressing Capabilities Development and Integration Directorate (CDID) efforts	MIL	Gary	07/12	Huntsville trip to garner ways to help Fort Benning grow
I.			Trip to Orlando, FL to work with Gaming, Modeling & Simulation industry	MIL	Gary	07/12	Increase visibility with defense industry
I.			Trip to Phoenix, AZ with BAE to observe development efforts	MIL	Gary	07/12	Increase visibility with defense industry
I.			Create a “sales” sheet targeting defense industry	ED / MIL	Brian / Becca w/ support from Gary	02/12	Defense Industry Sales Sheet

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I.			Send Site Selection link to defense partners	ED / MIL	Sara w/ support from Gary	02/12	Site Selection Sheet To GA Dept of Econ Dev
I.			Research and recommend funding resources for defense related marketing	ED / MIL	Gary w/ support from Colin	01/12	Increases Defense Contracting growth
I.			Regional Airfield Military Partnership (RAMP) on Fort Benning	ED/MIL	Gary / Becca	Ongoing/ Review quarterly	More Defense related jobs
I.			Pull military affairs into research initiatives – compile joint data	ED / MIL	Sara/Gary	02/12	Joint Data Compiled in Marketing Materials
I.			Combine military and economic development reporting data	ED / MIL	Becca / Gary	01/12	Monthly joint report to Development Authority

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II.	1. Equip leaders to become involved in addressing and solving economic, governmental and socio-cultural issues that impact the future of our region.						
II.		1.a. Serve by equipping leaders to become involved in addressing and solving economic, governmental and socio-cultural issues that impact the future of our region, thus improving upon the lives of the men, women, and families in the Columbus region.					
II.			Utilize the Chamber’s Leadership Columbus program to help participants develop additional leadership skills in economic, governmental and socio-cultural issues as well as knowledge of the community through a series of one-day sessions from September through June.	MEM	Amy	06/12	Develop volunteer professionalism
II.			Research best practices of other Leadership Programs to ensure that LC is offering the most up to date material to evolve the future leaders.	MEM	Amy	04/12	Develop volunteer professionalism
II.			Continue to promote the program through marketing via alumni, community leaders, general community and the business community.	MEM	Amy	06/12	Develop volunteer professionalism
II.			Grow relationships with current community leaders to ensure the curriculum of the program meets the needs of what the community’s future leaders will be.	MEM	Amy	06/12	Develop volunteer professionalism
II.		1.b. Increase participation of Leadership Columbus Alumni (LCA) 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 that it can be.					
II.			Develop partnerships that include an LCA liaison to be involved with the planning of Leadership Columbus	MEM	Amy	04/12	Keeps programs in sync
II.			Host an LCA Summit for members and non-members to connect with revitalized LCA missions and objectives.	CD	Becky & Mercedes	05/12	Membership Drive (record retention numbers) & surveys
II.			Develop a schedule of quarterly events for alumni, rotating responsibilities by sub-committees.	CD	Becky & Mercedes	05/12	Membership Drive (record retention numbers) &
II.			Develop a quarterly newsletter with content provided by active alumni.	CD	Becky & Mercedes	05/12	Responses to request for content development
II.		1.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.					

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II.			Visit high schools in the Columbus region to include Harris County & Russell County to promote program and encourage participation.	CD	Becky & Mercedes	08/12	Increased number of participants.
II.			Survey past participants to assist in the development of a class project that will be sustaining and meaningful to the community.	CD	Becky & Mercedes	08/12	Survey results
II.		1.d. Inspire community leaders with a vision of what our community can become through the annual Inter-City Leadership Conference.					
II.			Target a inter cities conference with cities that have a similar growth pattern.	CD	Becky & Mercedes	03/12	Development of list of the top five prospective cities. – This task is completed.
II.			Configure travel and expenses logistics for each prospective city.	CD	Becky & Mercedes	03/12	Quotes from airlines and hotels.
II.			Develop a list of prospective participants which will be personally asked to attend by ICLC chair to attend.	CD	Becky & Mercedes	03/12	Number of registrations for the trip.
II.		1.e. Equip business leaders for community service through “Getting on Boards” program.					
II.			Create resource tables for each community development committee	CD	Becky & Mercedes	06/12	The number of alumni that register for committees and community boards
II.			Send leadership opportunities via regular departmental newsletters (i.e. LCA)	CD	Becky & Mercedes	04/12	The number of alumni that register for committees and community boards
II.			Identify areas of interest for the YP Community as it relates to Boards- nonprofit & or governmental, quasi governmental & regulatory.	GOV/YP	Colin/Amy	04/12	Staff Knowledge of what members desire-published article on Survey feedback
II.			Develop survey of interest for YP Members	GOV/YP	Colin/Amy	04/12	tangible questionnaire for distribution to customers

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	What are we trying to achieve?	What are the implementation steps to attain the identified goal?	What actions must we take to accomplish the objective?		Who on staff is responsible?	What is the date for the action to be completed?	What are the measurable results?
II.		1.f. Provide "See How They Run" workshops to prepare business leaders to run for public office.					
II.			Identify topics of interest for the Business Community related to running for Office. Gather input from Executive Governmental Affairs Committee & YP Political Committee on salient areas of interest. Research other successful programs, draw on personal career experiences in staffing Political Campaigns	GOV	Colin	05/12	Enlightened prospective candidates for office with enhanced understanding of fundraising techniques
II.	2. Enhance the Columbus region's status as one of the best places to live.						
II.		2.a. Foster an environment of economic and physical security, ethical and effective leadership, inclusiveness, and opportunities for educational, cultural, artistic, social and civic engagement.					
II.			Interconnect LCA, Young Professionals, Leadership Columbus and Youth Leadership to address community	CD	Becky / Mercedes	05/12	The number of collaborative scheduled
II.			Develop a Public Arts Commission Task Force	CD	Becky / Mercedes	05/12	Task force is developed
II.			Develop awareness for committee members to get involved with the homelessness task force, building prosperity, and NeighborWorks	CD	Becky / Mercedes	05/12	The number of members who have joined the committees
II.			Find opportunities for Committees to become more involved in community wide volunteer efforts and post them in regular newsletters	CD	Becky / Mercedes	05/12	The number of registered members who attend
II.		2.b. Reduce crime in the Columbus area by increasing awareness and broadening funding support for the Chamber's Crime Stoppers program that offers rewards for tips leading to arrests or convictions.					
II.			Plan an Annual Crimestoppers Celebration that invites the community, police force, and community leaders	CD	Becky / Mercedes	09/12	The number of attendees and funds raised
II.			Promote Crime Stoppers through innovative marketing materials: Social Networking Sites and Newsletters	CD	Becky / Mercedes	05/12	Use facebook and twitter analytics to track users and site hits

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II.			Partner with private entities for fundraising opportunities (i.e Crime Stoppers & the Indoor Football League)	CD	Becky / Mercedes	The last game of the Indoor Football League Season	Track the number of jerseys Crime Stoppers sells for the events with the Indoor Football League.
		2. C. Support the Chattahoochee River Restoration Project to realize the economic benefits of having the only quality whitewater destination in an urban setting south of Charlotte, South Carolina.					
II.			Coordinate and integrate ideas from UpTown and Chamber supporting the Whitewater River Tourism Project.	Gov	Colin	Ongoing till 2013 when Whitewater is fully operational	A vibrant Riverfront District that yields to an increase in quality of life for the Chattahoochee Valley Region
II.	3. Encourage more diverse small business participation in Chamber activities and events to reflect the changing demographics of the region.						
II.		3.a. Define and survey targeted diverse small business populations.					
II.			Develop lists of both members and non-member businesses and distribute surveys to Black and Hispanic Business Owners, and Women in Business.	SB	Deidre	06/12	Minimum 50 of each group surveyed, with at least 10 responses and results distributed to all 50.
II.		3.b. Identify and train champions for these diverse small business populations.					
II.			Develop and establish an annual curriculum of expectations and training for chairs and co-chairs for these diverse small business population groups.	SB	Deidre	01/12	SB Department Orientation/Expectations/ Training for new chairs and co-chairs s
II.		3.c. Develop framework and leadership for the accomplishment of the goals and objectives for these champions.					

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II.			Develop model for unique goals, objectives, and action items for these chairs and co-chairs for these diverse small business population groups.	SB	Deidre	01/12	Each group's goals, objectives, and action items for 2012 complete by 1/20/12.
II.	4. Increase the community's level of awareness of the importance and contributions of small businesses to the region.						
II.		4.a. Redefine "small business" for this region.					
II.			Adopt a simplified version of U.S. Small Business Administration and Department of Commerce definitions of small business: 500 or less employees.	SB	Deidre	01/12	Adopted by Chamber BOD January meeting.
II.		4.b. Define and develop the framework for data to support the importance and contributions of small businesses.					
II.			Develop a partnership with local college and university business schools/departments for the purpose of quantifying small business contributions to the region.	SB	Deidre	01//12	Announced at the Chamber BOD January meeting.
II.		4.c. Develop the awareness campaign and implement through regional media outlets.					
II.			Establish periodic and regular reports of contribution categories to appropriate local media.	SB	Deidre /Michael	02/12	First media release with minimum of one each radio and television interview, and one Chamber Express article.
II.	5. Develop and provide workshops available to specific geographic groups of small businesses.						
II.		5.a. Develop specific partnerships with the Consolidated Government of Columbus and other interested regional entities for small business workshops.					

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III.			Small Business Workshop Committee develops partnerships with Consolidated Government to provide workshops for these target audiences with objectives, timelines and anticipated outcomes.	SB	Deidre	03/12	Increase interface with small business and government

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III.	1. Protect the Columbus region’s water supply which is essential for sustaining economic prosperity and quality of life.						
III.		1.a. Serve as the coordinating organization for the Columbus Region’s environmental sustainability; improve and protect the economy and our quality of life by promoting environmental sustainability that supports a business-friendly environment.					
III.			Advocate for water management policy that protects the communities downstream from excess pollution and maintains optimal flows and levels of water sources in the region necessary to assure the biological, chemical and physical integrity of waters for current and future generations.	GOV	Colin/Ron	07/12	Acceptable cubic feet per second flow at Columbus
III.	2. Improve Air Quality in the Chattahoochee Valley region to protect public health and reduce constraints on economic growth and development.						
III.		2.a. Partner with businesses, governments and citizens in the region to increase understanding and compliance with air quality standards and assure that the region maintains designation as being in attainment with the Environmental Protection Agency (EPA) standards.					
III.			Identify and develop a partnership with leading business and governmental leaders, and private organizations and individuals whose interests are served to increase understanding and compliance with air quality issues and standards. Identify the issues and standards and advocate for business, governmental, and individual policies that result in maintaining regional attainment status with EPA standards.	GOV	Colin/Ron	03/12	Maintaining regional attainment status with EPA standards.
III.	3. Increase the region’s capacity to support growth by reducing demand for landfills through developing alternative solid waste management solutions, such as Waste-to-Energy (WTE).						
III.		3. a. Develop a regional partnership with local governments and Fort Benning to develop a Waste-To-Energy facility as a shared solution to solid waste management.					

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III.			Identify best practices from communities that have implemented this effort previously. Build buy-in and support from regional businesses and Valley Partnership Communities upon whose waste the project would rely. Garner committed support via finance and facilities from the Columbus Consolidated Government & Ft. Benning-two major players in this effort. Identify best practices from communities that have implemented this effort previously. Build buy-in and support from Valley Partnership Communities whose waste the project would rely on. Garner committed support via financially and facilities from Columbus Unified Government & Ft. Benning-two major players in this effort.	GOV	Colin/Ron	Unknown as due diligence continues-perhaps early 2020	Working Waste-To Energy facility reduces need for larger landfill and produces energy.
III.	4. Promote awareness among small businesses of the impact of environmental sustainability.						
III.		4.a. Determine and develop a list of sustainability issues particularly applicable to regional small businesses.					
III.			Develop a list in cooperation with and the support of the Chamber Environmental Committee.	SB / GOV	Deidre/ Ron	08/12	List of sustainability issues completed.
III.		4. b. Develop and implement a survey to determine level of awareness					
III.			Develop and send a survey to all Chamber member small businesses to determine level of awareness and desire for workshops and, if so, topics.	SB	Deidre/Colin	04/12	Program appropriate workshops for small businesses.
III.		4.c. Produce and disseminate a "white paper" addressing these small business issues for distribution to the media.					

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III.			White paper written addressing the small business issues identified, results of the survey, and timelines of workshops.	SB	Deidre	05/12	Distributed to media for maximum circulation.
III.		4.d. Develop and provide workshops for regional small businesses.					
III.			Small Business Workshop Committee develops workshop(s) for Chamber member small businesses with objectives, timelines, and anticipated outcomes.	SB	Deidre	01/12	Evolving so can increase interface and opportunities for small business.

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IV.	1. Coordinate workforce development programs designed to meet the needs of employers and job seekers.						
IV.		1.a. Develop 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.					
IV.			Organize and activate board.	WF	Janeen	04/12	Improve education for students
IV.			Review existing goals and objectives and revise or identify additional goals and objectives.	WF	Janeen	04/12	Improve education for students
IV.			Identify gaps that exist today	WF	Janeen	04/12	Improve education for students
IV.			Identify taskforce members for execution of goals, objectives and steps	WF	Janeen	04/12	Improve education for students
IV.		1.b. Expand 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.					
IV.			Host a regional education summit with primary focus on school drops-outs.	CD	Becky/Dana	10/12	Decrease in drop-out rate.
IV.			Invite non-participating counties/school districts to PIE Conferences and events.	CD	Dana	Ongoing	Recruitment of other school districts into PIE.
IV.			Establish interface of PIE program with Young Professionals.	CD	Dana	09/12	New programs or initiatives for PIE, YP representation on PIE Board of Directors.
IV.			Promote and increase awareness of PIE through media outreach (PSA's), networking events, job fairs, etc.	CD	Dana	Ongoing	Increased number of partnerships and brand recognition.
IV.			Secure available grants for PIE to support the success of partnerships through education and training.	CD	Dana	Ongoing	Attendance at PIE events such as the Kick-Off Conference and the Awards Banquet.

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IV.		1.c. Partner to establish a Regional Report Card on our region's progress in numerous areas (education attainment, unemployment, workforce availability)					
IV.			Meet with Betsy Covington about existing initiative	WF	Janeen	04/12	Improve education for students
IV.			Identify other partner entities	WF	Janeen	04/12	Improve education for students
IV.			Identify criteria and who is responsible	WF	Janeen	05/12	Improve education for students
IV.		1.d. Support and implement more apprentice, dual enrollment and work study programs, as needed.					
IV.			Identify gaps that exist today and projected gaps	WF	Janeen	05/12	Improve education for students
IV.			Identify taskforce members for development and implementation of additional programs	WF	Janeen	05/12	Improve education for students
IV.		1.e. Serve as a catalyst to develop, attract and retain a highly qualified, well trained workforce capable of meeting the region's workforce needs in order to sustain continued economic growth and prosperity as well as enhanced life.					
IV.			Organize and activate board.	WF	Janeen	04/12	Students become better qualified to work
IV.			Review existing goals and objectives and revise or identify additional goals and objectives.	WF	Janeen	04/12	Students become better qualified to work
IV.			Identify gaps that exist today	WF	Janeen	03/12	Students become better qualified to work
IV.			Identify taskforce members for execution of goals, objectives and steps	WF	Janeen	06/12	Students become better qualified to work
IV.		1.f. Develop a regional website to enhance the connections between the educational & workforce development systems and the business & economic development community.					
IV.			Develop specifications of posting site including cost of services and chargeable structure	WF	Janeen	04/12	Students become better qualified to work
IV.			Market site to business communities in identified counties in GA/AL	WF	Janeen	06/12	Students become better qualified to work
IV.			Based on usage - add on searchable resume database option	WF	Janeen	11/12	Students become better qualified to work

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IV.	2. Attract and retain talent.						
IV.		2.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 Greater Columbus Georgia.					
IV.			Create opportunities for those 21-40 to get connected through 4 major YP Components- Networking, Community Engagement, Political Awareness, and Leadership Development satisfied via 5 committees: Leadership Enrichment, Political Awareness, Community Service, Social Engagement, & Career & Talent Development.	GOV/YP	Amy	On-going	12% YP membership increase by 08/12- solid sponsor involvement, media attention at key events, average attendance at each event at 100 consistently
IV.	3. Promote the awareness of marketplace advantages available to employees in small business workplaces.						
IV.		3.a. Develop and provide a list of these advantages.					
IV.			Assemble task force from BOSS/EFCC service providers to develop list.	SB	Deirdre	06/12	Improved information flow to small businesses.
IV.	4. Expand awareness of programs that benefit employees in small business workplaces (e.g., Employer Associations, Drugs Don't Work, Workplace Financial Education courses, etc.)						
IV.		4.a. Develop a list of these benefits.					
IV.			Assemble task force of BOSS/EFCC service providers and Chamber member commercial service providers to develop the list.	SB	Deirdre	03/12	Improved information flow to small businesses.
IV.		4.b. Develop and provide a marketing piece to small business employers.					

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IV.			Task force develops, publishes, and provides the marketing piece.	SB	Deidre	06/12	Marketing piece approved by Chamber and provided to small business employers.
IV.		4.c. Develop and provide workshops for small business employers.					
IV.			Task force develops workshop objectives, timelines, and expected outcomes.	SB	Deidre	06/12	Growth potential for small business.
IV.	5. Enhance awareness of small business career opportunities.						
IV.		5.a. Develop list of risks and benefits of small business ownership.					
IV.			Assemble task force of BOSS/EFCC service providers and small business members of the Chamber to develop the list.	SB	Deidre	07/12	Improved information flow to small businesses.
IV.		5.b. Develop two speaker presentation topics and identify the speakers.					
IV.			Task force develops two speaker presentation outlines and identifies the speakers.	SB	Deidre	02/12	Improved information flow to small businesses.
IV.		5.c. Develop and provide lists and scheduling processes for presentations to target audiences in regional high schools, service clubs, and libraries.					
IV.			Task force develops lists of target audiences and produces a scheduling process for the presentations through Chamber staff and website.	SB	Deidre	03/12	Conduct at least two presentations in regional high schools, service clubs, and libraries.

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V.	1. Increase awareness of the Chamber and its membership benefits through an active marketing initiative.						
V.		1.a. Develop and implement a comprehensive marketing plan.					
V.			Draft key target audiences to be impacted examples: successful businesses non members(prospect); current membership; current members within \$300 dollars of next membership level; networking events, special events and committee participants, stake holders, general public.	PR	Michael	04/12	Clearly define the target audience.
V.			What is the best way to reach each of the target audiences. Example (Print, email, direct mail, mass fax, advertising, web site also including social media Face Book and twitter both created early in 2009. Face Book has 258 followers and Twitter has 414 followers.	PR	Michael	04/12	We develop communication tools for the target audience.
V.			What resources email, direct mail, mass fax, flyers, brochures, Chamber Express and advertising are needed to reach the target audience to achieve the number goal.	PR	Michael	04/12	Increased Chamber communication.
V.			Define the message to each of the target audiences and sub audiences. Test it on a random sample of members (committee members). Adjust the message then distribute to target audience.	PR	Michael	04/12	Increased communication with membership.
V.			Track results of leads generated from each tool used, and then adjust marketing to increase number of leads.	PR	Michael	04/12	Increased communication with membership.

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V.			Produce four surveys to members through Constant Contact to obtain their opinion on business, governmental issues and the Chamber newsletters, networking events (potential speakers what segments do they like what would they like changed) activities and events. Then use their input to provide feedback to elected officials, state of business in Columbus and how the Chamber can improve their products for the customer	PR	Michael	At the end of each quarter. March, June, September and December	Increase Chamber communication with members.
V.		1. b. Increase the number of leads generated for membership sales by marketing-advertising.					
V.			Use 30-40 percent of trade-out to advertise the value of Chamber membership in multi-week (two-three) bursts throughout the rest of the year on stations that have business demographics that match to our target audience.	PR	Michael	Quarterly	Increase Chamber communication with members.
V.			Draft and test the marketing messages on target audience.	PR	Michael	Quarterly	Increase Chamber communication with members.
V.			Track the number of calls and leads generated by the add. Track the number of sales attributed to the ads.	PR	Michael	Monthly	Monthly leads report
V.		1.c. Enhance the tracking of prospective members to include identification of the number of leads generated by each advertising medium.					
V.			Track the number of calls received and who the leads are going to and where the leads came from.	MEM	Milly	Monthly	Increase Chamber communication with members.

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V.			Track what happens to the lead (sold or Handed off to another sales person)	MEM	Ashley	Monthly	How many leads were generated? How many leads went to a 2nd sales person?
V.			Track if possible where the prospects are coming from, Ads, committees, volunteers...	MEM	Milly	Monthly	Report the where the leads came from?
V.			Track the number of calls and leads generated by the ads. Then track the number of sales attributed to the ads.	MEM	Milly	Monthly	Track where they heard about the Chamber from?
V.		1.d.. Increase the number of people participating in Chamber events and program through (advertising/marketing).					
V.			Schedule with the television stations quarterly community updates on projects.	PR	Michael	04/12	How many stations did an interview?
V.			Speakers Bureau: Build a list of topics and staff and volunteers who can make presentations to groups (with groups like Rotary, Kiwanis, Lions Club, Home Builders, and National Association of Women in Construction about the growth and evolution of the region.	PR	Michael	04/12	How many groups had presentation delivered?
V.			Provide news conference planning for each department's news conference. Following the time line developed by ED and PR as the model for planning a news conference	PR	Michael	Per each department announcement	What was the media turn out rate and communication increase to members?
V.			Provide Public Relations support for to the Chamber's Department. Planning and working the media for the organization. Reply to the media with one hour of their call to the Chamber.	PR	Michael	Daily	How many times did we not meet this goal?

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V.		1.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)					
V.			Link Chamber Express through each of the social media.	PR	Michael	Monthly	Increase the links created for newsletters and social networks.
V.			Enhance the number of discussion boards in Facebook by linking in the Chamber Express and other social media.	PR	Michael	Quarterly	Measure this number. Track the click from the Chamber Express to the discussion boards. Next, track number of posts on the discussion boards on Facebook.
V.	2. Increase Chamber membership sales and retention to achieve a positive net membership growth rate each year.						
V.		2.a. Hire a Membership Sales & Retention Manager to ensure that sales and retention programs are in place, and that they are measurable and successful in meeting the goals of the organization.					
V.			Advertise job and requirements through appropriate Chamber channels of print and electronic media	MEM	Ashley	06/12	Increase membership.
V.		2. b. Identify and implement a coordinated sales strategy, such as a membership campaign, a total resource campaign, and/or a capital campaign.					
V.			Define, write and publish a unified sales and procedure manual.	MEM	Ashley	09/12	Sales manual
V.			Write and publish total resource campaign notebook for training staff & volunteers in all Chamber benefits, programs, events (everything we sell).	MEM	Ashley	09/12	Total Resource Campaign Notebook available to assist volunteers and staff.

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V.		2.c. Hire additional sales staff.					
V.			Advertise job and requirements through appropriate Chamber channels of print and electronic media.	MEM	Ashley	06/12	Increase membership
V.		3.a. Ensure that programs are in place to attract and retain members.					
V.			Track membership participation in major networking events and committees to identify strong and weak programs.	MEM	Ashley	06/12	Publication of membership report
V.		3.b. Use 2011 membership survey results to develop a plan of action.					
V.			Assign departmental breakdown and analysis of 2011 survey with recommendations.	MEM	Ashley	06/12	Publication of responses and recommendations.
V.		3.c. Review membership booklet.					
V.			Completed of prior year; Update annually	MEM	Ashley	10/12	New membership booklet printed
V.		3.d. Ensure all staff is well trained and versed on our available services					
V.			Training sessions each quarter with Staff meeting as platform.	MEM	Ashley	Quarterly	Staff testing with 75% pass rate.
V.		4. Improve communication with members and prospective members.					
V.		4.a. Rebuild the Greater Columbus Georgia Chamber of Commerce website with a new content management system that gives individual departments the ability to update information.					
V.			Add local bids on the web-site development for the next generation of the Chamber's web site. Confer with the PR committee.	MIS	Michael	03/12	Get best result for best cost on site

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	What are we trying to achieve?	What are the implementation steps to attain the identified goal?	What actions must we take to accomplish the objective?		Who on staff is responsible?	What is the date for the action to be completed?	What are the measurable results?
V.			Propose the best project for the money to Management Council and begin the rebuilding of the site. Providing departments the opportunity to impact the look and feel of the overall site.	MIS	Michael	Present to management council 04/12	More accurate user friendly Chamber site.
V.		4.b. Identify and implement technology resources to enhance connectivity with volunteers and committees. (Facebook, Twitter, YouTube, Google docs, etc.)					
V.			Utilize videos (min-ads) at networking events, board meetings, committee meetings etc.. Videos once created and easily reused. Some sample ideas "Who is the Chamber? It is you and you," "Where can you meet nearly 300 potential customers?" Chamber networking events and committees" "I am a member of the chamber because.."	PR	Michael	03/12	Enhance connectivity to volunteers.
V.			Schedule facebook, twitter updates when flyers and newsletters go out linked to them and sign up forms.	PR	Michael	04/12	Enhance connectivity to volunteers. How many more people joined facebook and twitter?
V.			Solicit committee members to mention what they learned at Chamber functions on their Facebook and twitter accounts.	PR	Michael	04/12	Enhance connectivity to volunteers. Did this increase the number of people participating in the events?
V.		4.c. Increase frequency and reduce length of electronic newsletter distribution to maintain high tech, high touch contact with members.					

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V.			Reduce the size of the news letter by keeping stories to 2-3 paragraphs and bullet points. Provide links for full story.	PR	Michael	Weekly	Reduce the number of paragraphs in each issue.
V.			Goal of producing 24 newsletters this year.	PR	Michael	Weekly	Increased communication with membership.
V.			Add color background to story boxes to improve professionalism.	PR	Michael	Weekly	Did we add color? Did it increase the open rate?
V.			Continue to track the open rate and the top clicked on links.	PR	Michael	Weekly	How many people opened the issue? As we continue to evolve the publication we should see the open rate continue to grow.
V.			Test new headlines to see how they impact the open rate.	PR	Michael	Weekly	Track the results of each issue to see how the story impacts the open rate?
V.			Continue to use the PR committee as a sounding board on items we are testing.	PR	Michael	Monthly	Membership involvement increased.
V.			Two annual surveys to see what members like and would like to see more of.	PR	Michael	04/12 06/12	What did the surveys tell us? Did it increase the number of opened rate?

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V.		4.d. Replace obsolete computers at a rate of five per year.					
V.			Average of 5 desktops per year identified by need and age	MIS	Mark	1st set of computer ordered by 04/12 2nd set of computer order by 08/12	5 new computers added to the network
V.			Comparison of software requests vs. existing software capabilities / costs	MIS	Mark	Present the case for the new software by 06/12	More efficient operating systems.
V.			Evaluate server updates/upgrades	MIS	Mark	04/12	More efficient operating systems.
V.		4.e. Enhance the Chamber's network system to support the information flow between staff and members.					
V.			Evaluate equipment based on our needs vs. vendor and technology changes (which may or may not happen based on budget/financials)	MIS	Michael	Monthly	Maintain operational status
V.			Keeping cisco equipment and network equipment talking /co-existing. Keeping them as healthy as possible given resources. keeping the network available	MIS	Mark	Monthly	Measure the amount of down time during 8-5 what percent of that time is the network down?

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V.			Using sharing solution between staff and volunteers, committees, etc... might be Google Docs, a Wiki, Sharepoint, or similar offering. *any hosted on our network would require several hardware/software upgrades	MIS	Mark	05/12	What were the tools developed? How many committees used the tools? Did they enhance the committee's activities?
V.			Intake forms so that information could be copy/pasted from form or document into Membee, constant contact or other end result	MIS	Mark	07/12	Did the tool increase the ease of inputting new information in to Membee? Did it make faster to do the job?
V.	5. Increase the number of small businesses that join the Chamber.						
V.		5.a. Define and obtain communication lists for non-member small businesses.					
V.			With Membership Department develop non-member small business prospect list.	SB	Deidre/Amy	04/12	List secured and entered into Membee.
V.		5.b. Develop a survey to determine needs and wants of these small businesses.					
V.			With Public Relations Department develop survey to determine needs and wants of these small businesses.	SB	Deidre/Michael	06/12	Survey sent, results tallied and published to target audience
V.		5.c. Develop and implement programs, services, and benefits not already provided					

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V.			Assemble task force of volunteer small business members and Chamber staff to develop specific networking events, volunteer opportunities, and/or sponsorship opportunities to provide the benefits not already provided for these non-member small businesses.	SB	Deidre/Amy	04/12	Event, volunteer, and/or sponsorship opportunities.
V.		5.d. Develop and implement a marketing/ communication plan for these small businesses.					
V.			Task force develops and distributes collateral material for the new and existing benefits for this target audience to regional media outlets.	SB	Deidre/Michael	06/12	Minimum of one each radio and television interview, and one newspaper article to increase communication.
V.	6. Increase the number of small business members that retain their Chamber membership.						
V.		6.a. Increase the level of awareness of existing programs, services, and benefits.					
V.			Develop a list of existing programs, services, and benefits and produce collateral material for distribution of currently available to Chamber small businesses.	SB	Deidre/Michael D.	05/12	Brochure and website presentation completed and distributed to all small businesses members.
V.		6.b. Develop a survey to determine needs and wants of small business members.					
V.			With Public Relations Department develop survey to determine needs and wants of member small businesses.	SB	Deidre/Michael D.	6/12	Survey sent, results tallied and published to target audience
V.		6.c. Develop and implement programs, services, and benefits not already provided.					

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V.			Assemble task force of volunteer small business members and Chamber staff to develop specific networking events, volunteer opportunities, and/or sponsorship opportunities to provide the benefits not already provided for these member small businesses.	SB	Deidre/Amy	04/12	Event, volunteer, and/or sponsorship opportunities submitted to CEO for approval.
V.		6.d. Develop and implement a marketing /communication plan for these small businesses.					
V.			Task force develops and distributes collateral material for the new and existing benefits for this target audience to regional media outlets.	SB	Deidre/Amy / Michael D.	06/12	Minimum of one each radio and television interview, and one newspaper article to increase communication.

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VI	1. Meet and maintain US Chamber Accreditation standards						
VI		1.a. Document policies and procedures in a Financial Policy and Procedures Manual					
VI			Conduct a self-audit against US Chamber Accreditation standards for Finance to identify gaps and develop a plan for remediation	FIN	Joe w/ support from Finance Committee	04/12	Gaps identified
VI			Research similar Chambers to compare our current financial policies and procedures to theirs, customize it to fit our needs. The finance committee will help provide support	FIN	Joe w/ support from Finance Committee	05/12	Financial Policies & Procedures Manual Completed
VI	2. Modernize the Finance Department						
VI		2.a. Replace obsolete accounting system					
VI			Identify current software used by other Chambers and select the ones that meet our needs and then demo the software.	FIN	Joe w/ support from Kelly	04/12	Software specs identified
VI			Purchase of selected software and the components we will need.	FIN	Joe	02/12	Software purchased
VI			Install software and convert accounting data to new software. Conversion to be accomplished by vendor	FIN	Joe	05/12	Accounting system converted
VI			Train personnel on-site or off-site to use software correctly.	FIN	Joe	Ongoing	Personnel being trained in new software

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VI	3. Increase Finance Committee involvement						
VI		3.a. Expand and strengthen the Finance Committee to increase collective expertise.					
VI			Determine the finance committee's goals and recruit volunteers who are strong in these fields	FIN	Joe w/ support from Finance Committee	04/12	Goals identified
VI			Double the amount of volunteers on the committee by recruiting new members from our board, other programs like Young professionals (YP) or from active members with financial backgrounds	FIN	Joe w/ support from Finance Committee	05/12	Committee members active
VI	4. Increase Endowment funds to Columbus Alliance for Regional Investment (C.A.R.I)						
VI		4.a. Find volunteers or hire someone who is familiar with endowments and the opportunities they offer.					
VI			Meet with trust departments, large organizations or attorneys who are willing to pledge funds to 501c3 organizations on behalf of them or their clients.	FIN	Joe w/ support from Finance Committee	Ongoing	Meetings ongoing with Trust officers
VI	5. Maintain Financial Stability						
VI		5.a. Develop and implement a Department Budget review process					
VI			Develop attainable department budgets that allow the Chamber to meet its financial obligations	FIN	Joe	01/12	Department Budgets Done
VI			Meet monthly to analyze budgets and make the necessary changes that will allow each department to meet its budget	FIN	Joe	01/12	Monthly budget meetings with departments
VI			Semi-annual budget reviews	FIN	Joe	06/12	Budget variance action plans

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VI		5.b. Develop a 3 to 5 year forecast to determine the organization's projected financial requirements.					
VI			Meet with each department to determine their needs over this time period	FIN	Joe	Quarterly	Forecasts developed
VI			Project membership dues increases	FIN	Joe	Quarterly	Forecasts developed
VI			Determine effect of campaigns	FIN	Joe	Quarterly	Campaign outcomes
VI			Forecast new members and drops	FIN	Joe	Monthly	Forecasts developed
VI			Develop a budget or cash flow to show results	FIN	Joe	Monthly	Forecasts developed

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