



Montgomery County Chamber of Commerce Strategic Direction & 2019 Program of Work

This report presents the strategic direction of the Montgomery County Chamber of Commerce with respect to 2019 and the program of work. The mission, vision, value statements are aligned with the by-laws of this organization which are reviewed annually. The committees with annual objectives are presented to the membership and are available on the website.

MONTGOMERY COUNTY CHAMBER OF COMMERCE STRATEGIC DIRECTION

THE MISSION OF THE MONTGOMERY COUNTY CHAMBER OF COMMERCE

The Montgomery County Chamber of Commerce promotes a positive environment for the education, operation, and growth of business.

THE CORE VALUES OF THE MONTGOMERY COUNTY CHAMBER OF COMMERCE

In pursuit of our Mission, we will:

Enhance member success

Build and promote integrity

Build community

Create value for our members

THE VISION OF THE MONTGOMERY COUNTY CHAMBER OF COMMERCE

The Chamber's vision is to be the advocate for engaging business, economic development, education and government within our community.

2019 MCCC Planning Session

The 2019 Board Planning Session was held on November 9, 2018, to examine our vision, mission, and goals concerning resources, as well as our by-laws. Alan Fabian, CEO of Lewis Gale Hospital – Montgomery will serve as the 2019 Board Chair. This program of work will be carried out by committees chaired by board members and supported by Chamber members. Each committee will have clear goals and objectives which have been approved by the board, and each chair will report progress toward the goals at the monthly board meeting. Fifteen of the 17 board members and two of the board candidates attended the November planning session.

2019 PROGRAMS

Eggs & Issues (10)

Business @ Lunch (10)

Best Places to Work

Luncheon (1)

Women's Leadership

Conference (1)

Business After Hours

(9)

Shop Local Initiative (on-going)

Golf Tournament (1)

Business Showcase (1)

Annual Meeting (1)

Board Meetings (10)

Chamber Foundation

Meetings (2)

Leadership NRV

(10 months + graduation)

Bocce Ball Tournament (1)

Estimated Committee

Meetings (36)

Executive Committee

Meetings (10)

Newsletters (28)

Monday Morning

Messages (52)

STRATEGIC DIRECTION

The Chamber and its board of directors believe the planning process is essential to the long-term success of the organization. Moreover, while the strategic direction sets the direction for the Chamber, it is the annual work that becomes the action plan for achieving goals. Board members have identified elements that will strengthen the Chamber's role in the community and align with mission and vision of advocacy through our logo and brand - Connect, Engage and Prosper. The Montgomery County Chamber of Commerce will advocate for the best interests of the business community and demonstrate our Chamber's commitment to making our community the best in the region.

Connect

We will enhance involvement and understanding between businesses and elected officials through programming and education. We will be a trusted resource and advisor to the elected officials regarding business-related topics whenever appropriate.

We will build credibility by providing important information to assist economic development and business-related entities in taking action or making decisions.

We will be visible to various groups and a source of information to the economic development and business-related entities. The Chamber will participate and encourage participation in existing organizations through speaking engagements to share information and build a stronger community. Staff will be encouraged to create individual connections through their involvement in various community groups.

Engage

We will promote sound public policy. We will adhere to the Chamber's mission by selecting business-related issues to support. We will accurately represent the interests of the business community by properly identifying and vetting these issues with the assistance of our staff, members, community resources, legislative committee, executive committee and board of directors. This will enable us to strengthen the legislative arm of this Chamber.

We will build a foundation for open conversation between businesses and the Montgomery County Chamber of Commerce by encouraging members and all businesses to participate in roundtables, forums, and/or committees.

Prosper

We will work with regional and local partners to create jobs, review taxes and fees which affect businesses, wages, and generate capital investment. Our Chamber will support talent recruitment and retention efforts, make entrepreneurship and innovation a priority, and promote sustainability within the region. We will continue to grow the membership of this Chamber to reflect the diverse mix of our business community.

We will embrace change and innovation by focusing on the right technology. We will empower staff to make improvements where needed through technology and social media platforms to serve members and strengthen the Chamber's brand. We will implement "right staffing" to support the goals of the organization.

We will drive change and innovation in the business community by focusing on new and upcoming trends and communicating relevant topics to the business community.

We believe our Chamber should have a home that represents a sense of permanence and place to our members and those visiting our community.

THE PROPOSED 2019 PROGRAM OF WORK AND COMMITTEE DIRECTION

The 2019 Program of Work (POW) has been created to support the strategic direction of this Chamber with the support of committees. Committees will be chaired by board members and supported by the members. Each committee will begin with overall goals/objectives, and the committees will build the path to achieve the goals and objectives. Any changes to the goals or objectives must be approved by the Executive Committee for full approval of the board.

Internal Committees/Closed

(Internal Committees serve within the guidelines of the by-laws or for the reason of expertise, and they are for all intents closed to the general membership.)

THE 2019 EXECUTIVE COMMITTEE

This Committee is comprised of the officers of the Chamber Board. It will be led by the board chair, Alan Fabian and the positions follow:

Alan Fabian, Chair

Aaron Kirby, Vice-Chair

Mark Woolwine, Treasurer

Henry Bass, Membership Chair

Margaret Galecki, Member-at-Large

Paul Mylum, Past-Chair

This committee reviews the operations and direction of the Chamber with the Executive Director. The Executive committee is responsible for setting the board agenda and ensuring the Executive Director is leading and managing effectively. Additionally, this committee serves to identify the needs for the development of the board through education, programming, and recruitment of potential members.

Goals and Objectives for 2019

- Meet on a monthly basis.

- Review officer and staff reports.

- Review reports and potential agenda items; make decisions on what moves forward to the board.

This committee will begin discussions in July to identify board openings for the term beginning in January of 2020 and shall follow the by-laws for this process. Building stronger relationships among other Chambers and member-based organizations will also fall to this committee. The Executive Director will provide any information requested by this committee and provide advice and recommendations as requested.

The Executive Committee will meet on the third Wednesday of each month. Minutes from this meeting will be included in the Board packet for the concurrent month to provide transparency for the board, membership and audit purposes.

THE FINANCE COMMITTEE

This group will be led by a sub-group of the Executive Committee, and the Board Chair can lead or request another board member to serve as Chair. This committee assists in maintaining and enhancing the trust and integrity of this organization and communicating to its members through financial reporting. This committee will meet on an ad-hoc basis to ensure that all policies are current and represent the mission, vision, and goals for the MCCC.

Goals and Objectives for 2019

- Work with the Executive Director to determine the need for an annual financial review by a CPA team.

Review the financial policies for the first quarter. Submit any changes to the board for the second quarter.

Prepare to hold any called meetings to ensure any new or recurring financial issues are addressed promptly.

Actions will be in place to secure an accounting firm to conduct reviews (annually 2019, 2020) and possible audit in the future (possibly 2021).

This committee will oversee the appropriation of funds for a CPA Review in 2019, 2020 and a full audit in 2021, if deemed necessary.

This committee will report to Executive Committee and Board. The Executive Director will participate as needed and requested.

This committee meets on an ad-hoc basis.

THE 2019 BUSINESS AWARDS AND RECOGNITION COMMITTEE

This committee is one of the most prestigious groups outside of the board and should be held to a high level of trust and integrity. The 2019 committee will be led by a board member TO BE NAMED and Terry Vangelos. The team will be comprised of up to 10 members who are previous winners (2016, 2017, and 2018) and a staff member. The current committee will examine the recommendations of the 2018 team and make the necessary revisions to move forward to 2019. This group will also create the code of conduct for the committee members; for example, *if a member of the committee is nominated for an award, will the member continue to serve on the committee, leave the committee or recuse themselves from a particular vote or full discussion.*

Goals and Objectives for 2019

Determine a consistent meeting schedule for the months of March – November.

Assist in making the nomination process easier *without overburdening the committee members or staff.*

Review and update the awards criteria by April.

Staff will share the budget for awards (ordering, engraving, etc.) in March.

Identify possible addition or deletion of awards (as needed). Limit the presentation of Regional Awards.

Discuss the possible sponsorship of award categories.

Schedule an Ambassador Nominating Party for late August.

Set the deadline date for nominations for early October.

Schedule the final decisions for early November.

Final categories with nominees will be provided to Chamber Marketing Communications Coordinator by November 6 for marketing purposes.

Executive Director and staff will select Chamber Volunteer and Board Leadership Award.

This committee will meet on the TBA of each month beginning in March at the Chamber.

EXTERNAL COMMITTEES

(external committees are open to the membership of the Chamber, and members are invited to participate and engage)

THE AMBASSADOR TEAM

The Ambassador Team is comprised of volunteers who apply for the positions. They are interviewed and reviewed against criteria, and their employer will sign off on their participation in this program. This committee will work to serve the Chamber through membership recruitment and retention, program support with volunteer activities to best help members and staff. This group will be led by Chris Eads of Brown Insurance and Samantha Livesay of Community Housing Partners. The Handbook will be edited by Eads, Livesay, Board Chair, and Chamber Staff. Ambassador Leadership will attend board meetings to report on goals. This committee will serve as a support to the Business and Membership Development Committee but will report to the Sales and Member Services Director and Executive Director. There could be a board member, identified to serve as a liaison to the committee.

Goals and Objectives for 2019

- Update the 2019 Ambassador Manual

 - Include new materials such as the application and member check-in survey

- Increase the number of ambassadors by 15 during 2019.

 - Clearly define the goals, objectives, and tasks of the ambassadors for 2019.

 - Consider moving monthly meetings to different business locations throughout the year.

- Provide training and updates for the Ambassadors during the meetings.

 - Identify ambassadors to present to the board meetings to build public speaking skills.

 - Create one-to-one opportunities for ambassadors to build relationships and enhance sales skills

- Improve Member Engagement

 - Follow-up with new members using modified member survey questions

 - Follow-up with existing members using modified member survey questions (annually)

 - Assist with delivery of Annual Manuals

- Engage members to contribute to committee goals/understand chamber direction

- Improve member retention

 - Reward Organizations with vs. 5/10/15/20 years of “award”/visits with donuts

 - Send a congratulatory card from the Board

 - Identify high-risk touch points

- Attract new members

 - Continue new member presentation to board + Mayor and other VIPs

 - Celebrate 1 Year anniversary

- Determine how to measure ROI for Ambassadors(Executive Director)

This committee will report to Member Services Director and Executive Director. This committee will meet on the first Friday of each Month. Lunch is provided to this committee. For more information on this committee, please refer to the 2019 Ambassador Handbook and website.

THE BUSINESS RESOURCE DEVELOPMENT COMMITTEE

As referenced in the MCCC mission, vision and reflective of the core value statements, the Chamber is a member-driven organization created to support the needs of the business community. This committee will be responsible for ensuring resources are available for our members to grow and prosper. This committee will be comprised of up to 20 members who are interested in building the local economy.

Goals and Objectives for 2019

- Assist in the creation of the optimal buy local campaign which includes messaging for members.

Launch the buy local initiative by Q3

Support the buy local initiative through programming such as Business at Lunch, Business Showcase, Business Start-Up programs, Annual Manual and more.

Ashley Vaught will chair this committee and will report to Chair, Executive Committee and Board of Directors. This committee on the 2nd Tuesday of each month beginning in February at the Chamber of Commerce.

THE EDUCATION AND TALENT COMMITTEE

This newly combined committee was created with dual tracks that align to achieve the strategic direction of this Chamber. Education track is to ensure the educational entities are providing education that meets the needs of the business community. The Chamber will seek to influence at the local, regional, and state levels to make certain our local needs are met. Talent Recruitment and Retention is the second area of focus for this committee is to ensure the business community has the best supply of employees in all categories and employees have access to the services needed in an ever-changing work environment for skill development. The Chamber will diversify the education committee to include SHRM, larger businesses, manufacturing, and staffing companies. This committee work will require staff time and \$9000 direct costs through the Chamber and Chamber Foundation. This 2019 committee will be chaired by board members, Cindy Rollison, James Cabler, and Mark Rowh.

Goals and Objectives for 2019

Education Track

MCPS- K-12

Continue to support the Teacher of the Year through MCPS and Teachers of the Year (2625)

Co-sponsor the MCPS signing day(300)

Continue to provide local scholarships to NRCC (book support) and VT Pamplin(4,000)

Continue to provide support for ACCE program for Montgomery County (1000)

Expand support for Junior Achievement to include Christiansburg (1200)

Support through marketing and attendance the MCEF Partners in Education breakfast in March 2019

Support Internships in the targeted and in-demand job and career fields.

Facilitate connections with successful internships

Early Childhood Education

Continue to support Early Childhood Education Teacher of the Year Gift(500)

Early Childhood CEC Sponsorship/Scholarship Fund(up to 250)

Early Childhood – Needs assessment interim report to the board

Talent Recruitment and Retention Track

Educate chamber about the work of economic development entities including but not limited to GOVirginia, Onward NRV, and the Valleys Innovation Council.

Invite GOVirginia back in 2019, Valley Innovation Council, Onward NRV to speak to board.

Communicate with other chambers to identify strategies used in their communities to enhance recruitment and retention of talent (staff report)

Connect with Virginia Tech's Employer's Council and Workforce Development Council

Invite each to speak to the Chamber Board

Work with VT, NRCC, and MCPS to provide small business internship opportunities

Continue to host how-to workshop on the topic of internships.

Recognize tradesperson at Annual Meeting with an award

Continue to offer the Best Places to Work Initiative

- Market the recognition program mid-January through March
- Open the survey from March 1-March 31
- Work with The Consulting Group to secure final scores
- Market the luncheon in March for June event
 - Invite Bernie Neimier to speak at luncheon
- Consult with SHRM on the programming necessary to support best places to work
- Encourage all companies in the top 15 to consider a state competition
 - Contact Virginia Business for details
 - Provide information to those companies in the top 15

This committee will report to Chair and the Board and will be comprised of up to 20 chamber members and include a representative from MCPS and other educational entities to achieve the goals and objectives above.

THE LEGISLATIVE COMMITTEE

This board believes that the Chamber serves as the voice of the business community. This one belief mandates that the chamber has the responsibility to advocate and build sound public policy relative to the business community. Our Chamber will do the following regarding policy and laws affecting our business community:

INFORM – for state and federal elected officials, MCCC Legislative committee will focus on informing our members of officials top priorities, the progress throughout the year and the alignment with MCCC priorities.

INFLUENCE - For our local officials, the committee seeks to influence the conversation and keep members informed. We will produce a quarterly newsletter as well as legislative web pages, updated quarterly with links to elected officials, session information and updates.

Goals for 2019

- Solicit top 5 priorities from elected officials; county, town, state, federal
- Add info to the Chamber's website
- Receive other MCCC committee legislative priorities (when)
- Feedback to elected officials (how)
- Update the newsletter, webpage: elected official priorities, committee priorities
- Survey top 5 priorities from all elected officials
- Create a quarterly newsletter which will focus on the progress of the
- Inform and recap the year
- Draft Legislator Power rankings score on completing + use top five (their own) and alignment with MCCC priorities
- Continue with Pre-and Post Legislative Updates via Eggs and Issues

This committee report will be presented to the Executive Committee at the monthly Executive Committee meeting. This committee will be chaired by Henry Bass, James Creekmore, and John Tuttle and will meet the DATE and TIME at the Chamber. The staff member assigned to this committee will be Sharon Scott, Executive Director, and Grace Mortensen-Korth will support the communications and marketing needs of this committee.

THE INFRASTRUCTURE COMMITTEE

Infrastructure is defined as public systems, services, and facilities of a community that is necessary for economic activity, including power and water supplies, public transportation, telecommunications, and

roads. Kevin Byrd will chair this committee which can host up to 24 MCCC members. This committee has a budget item of \$1000.

Goals and Objectives for 2019

Continue to support Passenger Rail

- Provide two representatives to attend meetings for the Chamber.

- Provide financial support of \$1000 to BPI.

- Provide update to the membership through Newsletter and Eggs & Issues.

Continue to support improvement to I-81

- Communicate with Legislators and VDOT

- Provide information to members through Eggs and Issues and Newsletter.

Discuss Valley to Valley Trail System with membership and Board

- Invite a speaker to share what this can do for the community and in particular the business community.

Continue to support expansion and enhancement of Broadband-

- Support the Vertical Asset Inventory

- Provide information on 5G Impact and White space technology

Review the housing study and the impact on the business community

- Invite members of the real estate profession to the committee.

- Consider a speaker for a board meeting in 2019

- Consider a speaker for Eggs and Issues in early 2020

This committee will report to the Board Chair. The staff member assigned to this committee will be Sharon Scott, Executive Director.

The committee will meet on the third Friday of every month at the Chamber of Commerce.

2019 MCCC BOARD OF DIRECTORS

2019 MCCC OFFICERS

Alan Fabian, Chair; Lewis Gale Montgomery, ssmith7@hcahealthcare.com

Aaron Kirby, Vice-Chair; Pointe West Management, aharris@pointwestmanagement.com

Mark Woolwine, Treasurer; Brown Edwards & Company, mwoolwine@BECAPS.com

Henry Bass, Membership; Automation Creations, Inc., henry.bass@aciwebs.com

Margaret Galecki, Member-at-Large; Coldwell Banker Townside Realty, mgalecki@dbtownside.com

Paul Mylum, Past Chair; National Bank, pmylum@nbbank.com

2019 MCCC BOARD OF DIRECTORS

Kevin Byrd, Regional Planning Commission, kbyrd@nrvc.org

James Cabler, Onward NRV, James@onwardnrvc.org

James Creekmore, The Creekmore Law Firm PC, james@creekmorelaw.com

Jason Dowdy, Milestone Development, jason.dowdy@marriott.com

Bif Johnson, Hurt & Proffitt, bjohnson@handp.com

Bill King, Edward Via Virginia College of Osteopathic Medicine, bking@vcom.vt.edu

Terri Mauk, Corning, Inc., maukts2@corning.com

Jeff Price, PriceWilliams Realty, jprice@pricewilliamsrealty.com

Catherine Potter, General Council VT Foundation, catherine.potter@vt.edu

Cindy Rollison, New River Radio, cindy@newriverradiogroup.com

Mark Rowh, New River Community College, mrowh@nrcc.edu

Sherwood Wilson, Virginia Tech, sgwilson@vt.edu

2019 MCCC BOARD LIAISON SEATS

Montgomery County – Todd King, Chair Montgomery County Board of Supervisors,

Montgomery County Public Schools – Tommy Kranz, Deputy Superintendent

Town of Blacksburg – Susan Mattingly, Council Member

Town of Christiansburg – Mike Barber, Mayor

Montgomery County Development Board – Robert Parks, Hometown Bank, Chamber Appointee,

Montgomery County Economic Development Council – TBD

Passenger Rail Council – John Tuttle and Bill Aden, Chamber Appointees and former board members

Agri-business – Yvan Beliveau, Owner of Beliveau Estate

Downtown Blacksburg Inc., Allison Baker, Positive Radio

Newly Merged North Main Merchants & University City Boulevard Merchants – Kirk Johnson

South Main Merchants – Paula Bolte contact

2019 MCCC STAFF

Josie Corrado, Programming and Operations Coordinator, chamber@montgomerycc.org

Grace Mortensen-Korth, Marketing and Communications Director, marketing@montgomerycc.org

Jenna Phillips, Sales and Member Services Director, membership@montgomerycc.org.

Sharon Scott, Executive Director, sscott@montgomerycc.org