

Oshkosh Chamber of Commerce Strategic Plan & 2019 Program of Work

The Oshkosh Chamber of Commerce is an independent and the exclusive membership and business advocacy organization in the Oshkosh area. The Oshkosh Chamber actively works to promote and cultivate a thriving business climate while protecting and advancing the interest of its members and the community as a whole. The Oshkosh Chamber represents the Oshkosh area business community and works on its behalf and in conjunction with other community-based partners to provide a positive business environment and improve the community's quality of life. The Oshkosh Chamber is organized to enhance the economic well-being of its members addressed through a compelling strategic plan that is fueled exclusively by our membership.

MISSION

To provide leadership and to serve and represent our members so their businesses and our community will prosper.

Strategic Priorities to Achieve our Mission

Enhance Economic Growth in our Community

The Oshkosh Chamber of Commerce will be a leader in promoting the area's business attributes. We will ensure that a sound private-sector driven economic development effort that works toward building an environment that is conducive to economic growth and expansion of business in Oshkosh is in place.

- **Strategic Objective** – Continue efforts of the Economic Development Advisory Council to focus specifically on projects and locations within the area that will enhance the community's appeal as a desirable place to do business and help drive future business success.

Programs/Tactics:

1. Provide support and assistance to existing Oshkosh area companies.

2. Key Account Call Program with Oshkosh area CEO's.
 3. Monitor the progress of economic development program activities, deliverables, metrics and tactics.
 4. Organize quarterly investor relations progress/update events.
 5. Conduct annual economic development fund-drive with the goal of raising \$75,000.
- **Strategic Objective** – Promote local economic growth through new business recruitment, expansion and retention including start-up and entrepreneur support needed to make Oshkosh a great place for business.
- Projects/Tactics:
1. Trade Shows:
 - Annual ICSC Spring RECON event and regional real estate deal making events in Chicago and Milwaukee.
 - CARW (Commercial Association of Realtors of Wisconsin) annual event.
 - Site Selectors Guild annual conference scheduled for March 2019.
 2. Be an active partner in the I-41 Corridor Marketing Collaborative.
 3. Participate in Initiative 41 activities being led by the East Central Regional Planning Commission.
 4. Continue the Oshkosh Chamber's web-enabled building and sites database.
 5. Coordinate economic development advertising programs in appropriate publications.
 6. Sponsor monthly Oshkosh Chamber "Taking Care of Business" promotional radio show on WOSH.
 7. Provide financial resources and support to area businesses.
 - Ensure that "gap" financing is available for new and existing businesses to foster investment and job growth.
 - Continue to administer the OAEDC Revolving Loan Fund.
 - Explore opportunities with the OAEDC RLF Committee to develop a plan to further capitalize the fund
 - Continue administration of the Winnebago County Industrial Development Board's (IDB) CDBG-RLF program per agreement with Winnebago County
 - Work closely with Winnebago County IDB relating to the CDBG-RLF Close Out program and the potential development of a new County RLF Program which could possibly managed and administered by the Oshkosh Chamber/OAEDC RLF Committee
 - Coordinate marketing, assist with loan applications, loan review committee meetings, loan documents, monitoring loan payments, monitoring loan recipient financial status, monitoring fund balance, and other reporting requirements for OAEDC and IDB programs.
 - Work closely with the Wisconsin Economic Development Corporation (WEDC), WHEDA, DOA, and other state and federal sources that can provide support and assistance to Oshkosh area companies.
 8. Provide direct consultative services to 100 entrepreneurs, start-ups and emerging

businesses.

9. Coordinate the activities of the Amplify Oshkosh Information Technology Consortium
 - Develop and implement a long-term funding plan:
 - Membership & Investor system including corporate and individual memberships and a payment structure for Ideas Amplified events.
 - Explore potential grant opportunities.
 - Amplify BIG EVENT conference that is scheduled for November 13, 2018.
 - Ideas Amplified speaker/networking series.
 - Provide support and coordination activities for the Amplify Consortium and Committees:
 - Skills and Talent
 - Marketing and Events
 - Website/Social Media
 - Fundraising
 - Develop and implement the Amplify IT Leadership Academy.
 - Complete development activities for new Amplify website.
 - Attend, support and participate in Strategic Partner initiatives such as Women in Technology (WIT), Northeast Wisconsin IT Alliance, and Association of Information Technology Professionals (AITP).
 - Lead efforts for Amplify (IT) and support Workforce/Talent Development Initiatives.
- **Strategic Objective** - Work with key stakeholders to establish an image that tells the business story focusing on why the area is a great place to conduct and grow business.

Programs/Tactics:

 1. Continue to be an active member of the 18 County Northeast Wisconsin Regional Economic Partnership (NEWREP) and continue membership on the NEWREP/New North Advisory Committee.
 2. Support NEWREP and Chamber Coalition efforts to develop a Northeast Wisconsin International Trade Conference in the Spring of 2019.
 3. Continue to be an active member of the Wisconsin Economic Development Association (WEDA) and continue as a member of the WEDA Board, Legislative Committee and Chairmanship of the Wisconsin Economic Development Institute Board of Directors.
 4. Provide financial support to the Community Image Campaign.
 5. Work closely with the Fox Valley Workforce Development Board regarding workforce development initiatives for Oshkosh-based companies and employees.
 6. Work with the Fox Valley Workforce Development Board on rapid response projects and grant opportunities pertinent to Oshkosh employers.
 7. Continue to support the efforts of the newly formed Oshkosh Chamber Housing Task Force designed to explore avenues to support new and

- innovative housing development options in Oshkosh.
8. Participate in planning efforts of the Insight/WPS Housing Conference scheduled for November 7th or 8th at Lambeau Field in Green Bay.
 9. Support and participate in the planning activities for the City's Sawdust District Strategic Plan.
 10. Continue to support the activities of the City's Downtown Oshkosh Business Improvement District (BID) by providing office space and administrative support to the BID and its staff.

Talent & Workforce Readiness

The Oshkosh Chamber of Commerce is the driver in aligning educational outcomes and workforce readiness of our future labor pool. We will assist area business in retaining, recruiting and engaging a diverse and talented pool of employees. We understand the needs of the community and then educate and motivate potential leaders to commit themselves to address those needs through a variety of leadership roles.

- **Strategic Objective** - Assist all students in developing the skills necessary for successful transition from school to an eventual career. Create talent and educational initiatives that develop a human resource pipeline to sustain and develop business growth for the Oshkosh Chamber business community.

Programs/Activities:

1. Coordinate and support the Partners in Education (PIE) Council by working with the Oshkosh schools (public and private) K-16 to enhance curriculum that supports skills of the future workforce.
 - a. Develop planned content plan, agenda and facilitate quarterly meetings.
 - b. Provide quarterly reports to the PIE Council.
2. Strengthen Oshkosh area workforce development system focusing on career opportunities within STEM, IT and manufacturing to combat skill shortages.
3. Coordinate and support Amplify Oshkosh IT Network and Manufacturing Cluster committees in their education initiatives and events.
 - a. Analyze viability for Amplify IT Leadership Academy.
4. Serve as board member on Fox Valley Workforce Development Board and chair One-Stop Committee.
5. Lead Oshkosh Area SHRM in hosting a Future HR Conference
6. Collaborate with Oshkosh schools, UWO and FVTC to attract and retain students to STEM pathway by supporting curriculum development and coordinating speakers in classes, tours and work experiences.
 - a. Work with employer/school team on High school manufacturing day and company tours.
 - b. Coordinate high school employer tours based on business and industry clusters to local companies and post-secondary education locations.

- c. Support Project G.R.I.L.L. needs assessment and recruit manufacturing partners if they are interested in pursuing with Oshkosh school district.
 - d. Facilitate with FVTC, UWO, AMPLIFY and employer representatives a STEM conference for high school students in January.
 - e. Co-facilitate monthly STEM Alliance meetings with area providers.
- 7. Support the Oshkosh schools (public and private) K-12 implementing Agenda 2017 – every student has an academic and career plan.
 - a. Serve on Oshkosh schools (public and private) Career and Technical Education, Global Academy and Communities Advisory Boards.
 - b. Support Lourdes Academy Young Scholars Director and OASD Director of Curriculum on project teams.
 - c. Serve on PBIS Council for Oshkosh School System.
 - d. Analyze opportunity to represent and implement INSPIRE software and targeted rollout into Oshkosh area.
- 8. Consult with OASD in development of communication tactics to increase parent awareness of current college, community and community-ready programming and launch of academic career planning for students.
 - a. Provide stories for school and Chamber social and print media.
 - b. Participate in presentations to parents and service organizations.
- **Strategic Objective - Focus resources on K-12 Youth Apprenticeship and Career Exploration.**
 - 1. Partner with the Oshkosh schools (public and private) in developing work-based education programs to include Youth Apprenticeships and structured job shadows.
 - a. Market and recruit Chamber employers interested in participating in Fall and Spring Interviewthons.
 - b. Function as the youth apprenticeship coordinator for Oshkosh schools including recruiting placements, students and acting as mentors for students.
 - c. Function as the grant point person for the Basic Needs Grant manufacturing school planning project.
 - 2. Partner with the Oshkosh schools (public and private) in developing curriculum and programs to support college, career and community ready objective.
 - a. Present to all 8th grade students soft skills training program through Teen Money class.
 - b. Collaborate with schools to provide all 8th grade students:
 - i. Facilitate a career exploration fair
 - ii. Manufacturing month tours/essay contest
 - iii. Career pathway employer experiences (Career Pathway Days).

- c. Coordinate career exploration fair and tours for high school classes and programs based on business and industry clusters to local companies and post-secondary education locations.
 - d. Communicate on Chamber website (public and private), FVTC and UWO career camps.
 - e. Coordinate and recruit for summer C.N.A. class including employer interviews and tie to youth apprenticeships.
 - f. Direct the Speakers' Bureau for requests from the schools to employers and post-secondary education professionals.
 - g. Analyze viability with OASD junior/senior half-day career exploration days.
 - 3. Develop, maintain, and/or grow Oshkosh Chamber of Commerce presence in regional business/education and community efforts and initiatives:
 - a. Participate on New North Educational Attainment Committee
 - b. New North Business Partnership
 - c. N.E.W. Manufacturing Alliance
 - 4. Continue relationships with the K-12 School Systems, specifically the Oshkosh schools (public and private) Coordinator of Career and Technical Education (CTE).
 - a. Continue relationships with FVTC, UW Oshkosh, NEWERA and other appropriate community-based organizations.
 - b. Facilitate PAL relationships and plans and market PALs Program.
 - 5. Market and promote WMC Foundation education initiatives including:
 - a. Manufacturing Month
 - b. Business World
 - 6. Utilize tool kits and best practices promoted by the WMC Foundation education and workforce initiatives.
 - a. Promote programming to schools.
 - 7. Future Wisconsin Project.
- **Strategic Objective** – Continue the process of identifying and developing community leadership.
Programs:
 - 1. Direct the Leadership Oshkosh & Youth Leadership Oshkosh programs.
 - Facilitate YLO/LO Mentorship program.
 - Evaluate the feasibility of Senior LO Program.
 - Act as Chamber representative on LO Gives Back fundraising team.
 - 2. Retain and attract young talent and leadership, while providing young professionals with opportunities to connect with one another through social opportunities, professional development and community service initiatives.
 - Chamber staff liaison to Propel.

- Promote Propel Events.
- Promote Propel members.

Drive Member Value

The Oshkosh Chamber of Commerce will create value that will exceed member investment and ensure retention and continued growth through educational programming, networking opportunities and business advocacy & promotion, recognizing that businesses join chambers for a variety of reasons. We will position the Oshkosh Chamber of Commerce as the area's leading private-sector economic development organization and business advocate. Enabling the Oshkosh Chamber to increase membership through services/programs, benefits and educational programs.

- **Strategic Objective** - Develop educational programs & workshops and provide business services that fill the void for Chamber members and their employees.

Programs:

1. Social Hub Series
2. Fall & Winter/Spring Seminar Series
3. Project Management Certificate Series
4. Annual Economic Outlook Breakfast
5. Human Resource Legal Briefings
6. Sales Management Series
7. Leading from the Top Series

- **Strategic Objective** - Enhance networking events to provide an environment that translates into quality connections.

Programs:

1. Business After Hours
2. Golf Outing(s)
 - a. Chamber Golf Challenge at Oshkosh Country Club (June)
 - b. Chamber Member Golf Outing at Lake Breeze Golf Course (August)
3. Annual Meeting
4. OC Connection Breakfast
5. Develop a plan and create a CEO Round Table Group.
6. Mailing Labels
7. Business Expo
8. Social Media – Facebook, LinkedIn and Twitter
9. Sponsor A.M. Oshkosh
10. Information booths (EAA)
11. Provide Members' Business Links on Website
12. Ribbon Cuttings

- **Strategic Objective** - Communicate the importance of the Chamber's economic development, talent development and business advocacy role, and how it relates to the various member segments by expanding our communications and outreach on chamber programs and initiatives.

Programs:

1. Investigate the feasibility and develop a plan to produce the quarterly Chamber NewsWave publication.
2. Member Matters E-Newsletter
3. Member 2 Member E-news and Program assessable through the Chamber website
4. Livability Media National Print/Web Publication
5. Chamber Website
6. City Maps
7. Annual Report
8. Chamber Enews
9. Oshkosh This Week
10. Chamber webpage advertising

- **Strategic Objective** - Enhance membership value by providing programs and services that meet their needs while contributing to non-dues revenue of the Chamber.

Programs:

1. Affinity Programs
 - a. Phone – Establish a new partner vendor relationship
 - b. Group Health Insurance-Network Health – Develop an Association Health Plan group under the new Department of Labor Rule
 - c. Establish an Association Discount Prescription Drug Card – RxCard.
 - d. Group Travel Program.
 - e. Local & Long Distance Phone Program-NTD
 - f. Natural Gas Program-Constellation
 - g. Office Supply Program-Rhyme
 - h. Employee Recruitment-NationJob
 - i. Payroll Services-CLA
 - j. Flex Spending & Healthcare Reimbursement Account Program-Benefit Advantage
 - k. Business(P&C)/Commercial Auto Insurance-Auto Owners
2. Chamber Gift Certificate Program

- **Strategic Objective** - Expand the net membership base by 2.5%.

Programs:

1. Develop and implement a Tier-Dues Membership Plan.

2. Continue membership development (New Member Sales & Member Retention) program.
 - a. Develop and implement a Key Account Program.
 - b. Conduct the annual Operation Thank You Program.
 - c. Implement Roll Patrol and 8@8:00 programs.
 - d. Implement business member and volunteer recognition program.
 - i. Alberta Kimball Community Service Award
 - ii. Ambassador
 - iii. Distinguish Service
 - iv. Enterprise of the Year
 - v. Horizon Award
 - vi. Lynne Webster Leadership
 - vii. Outstanding Chamber Volunteer
 - viii. Partners At Learning (PAL's)
 - ix. Propel Young Professional
 - x. Small Business of the Year
 - xi. Stephen Mosling Commitment to Education
 3. Expand membership retention program specifically designed to target members in the 1 – 3 years of membership.
 - a. Establish a commission-based program on new member renewals.
 4. Benchmark membership levels with comparable chambers through ACCE program.
 5. Participate in the US Chamber Federation Partnership Program.
- **Strategic Objective** - Enhance the image of the Chamber within the community and among the membership.
 Programs:
 1. Continue to support our financial pledges for the UWO Academic Building.
 2. Develop and implement the Chamber's Public Relations/Marketing Plan.
 3. Publicize Chamber programs and events.
 4. Continue to promote, support and/or co-sponsor community events.
 - a. Waterfest
 - b. Live At Lunch
 5. Continue to use media avenues to promote the Chamber.
 6. Continue to "co-link" the Chamber's website to other members' sites.
 7. Continue to implement and expand the Chamber's Social Media strategy.
 8. Continue to produce "Oshkosh This Week".
 9. Continue Chamber Page in The Business News

Be the Chamber of Influence

The Oshkosh Chamber of Commerce has a powerful voice that is used to influence both political and economic decisions on the local, state and federal level. It is critically important for the organization to continue to be

the voice of our local businesses to ensure that our local and state policies and regulations are beneficial to business everywhere and our membership base.

- **Strategic Objective** – Act as a representative of the business and a conduit for our members to access and communicate with elected officials and governmental agencies.

Programs/Tactics:

1. Develop and promote the 2018-19 Public Policy Agenda.
2. Develop, educate and communicate positions on issue that affect the business community.
3. Work cooperatively with WMC and the U. S. Chamber of Commerce on issues that will impact the business community.
4. Conduct periodic visits to meet with our State Representatives in Madison.
5. Participate in the WMC and U. S. Chamber Business Agenda program.
6. Continue to support and sponsor the Community Sounding Board.
7. Co-sponsor Business Day in the Capital.
8. Sponsor a Washington Fly-In Program.
9. Sponsor the annual “State of the Community” program.

- **Strategic Objective** - Provide a structure to ensure a strong and influential Board of Directors and active committee structure.

Programs:

1. Re-constitute the Government Affairs Committee:
 - a. Washington, DC Fly-In
 - b. Business Day in Madison
 - c. Legislative Agenda
 - d. Public Policy Positions
 - e. Policy Advocacy
2. Monitor pending state and federal legislation.
3. Sponsor Legislative forums.
4. Conduct candidate forums for City Council, School Board and County Board elections, where appropriate.
5. Candidate cultivation – identify and encourage qualified individuals to seek public office.
6. Co-sponsor the “How to run for elected office” program.
7. Develop and distribute an annual Voter’s Guide.
8. Continue involvement and support in regional initiatives such as the Northeast Wisconsin Chambers Coalition by advocating for a regional public policy agenda.
 - a. Develop and advocate for the NEWCC Public Policy Agenda.
 - b. Conduct the annual regional Legislative Dialogue program.
 - c. Conduct an annual Madison Drive-In event.
 - d. Create and distribute a State Legislator scorecard.
 - e. Sponsor and promote NEWCC State Legislator Award Program.

Demonstrate Organizational Excellence & Advance Our Community

A Chamber that operates at its maximum potential provides the greatest benefit to its members and employees. The Oshkosh Chamber of Commerce will achieve operational excellence through the implementation of best business practices, enhanced financial stability and accountability to ensure future viability and an environment that promotes member engagement. Our community thrives on the success of business. To ensure our business leaders are successful, we will provide a roadmap to the resources available in the community. In addition, having a place to develop relationships is vital to the advancement of business as well as the community. The Oshkosh Chamber of Commerce is the navigator and charts the course for developing leaders and connecting them to resources within the community.

- **Strategic Objective** - Financial stability and accountability resulting in a sound financial condition is paramount to a chamber's ability to carry out its mission. Financial integrity will be assured through budget transparency and third party audit review. By maintaining a sound financial basis, the Chamber will have the capacity to produce programs that deliver member value.
Tactics:
 1. Develop and implement a long-term funding plan to support the Education/Workforce Development Program.
 2. Develop and implement a long-term funding plan to support Amplify Oshkosh program.
 3. Develop and implement a Tiered-Dues Membership schedule.
- **Strategic Objective** - Strengthen standards of excellence in leadership development, financial and operational effectiveness by maintaining a 5-Star Accreditation designation with the US Chamber of Commerce.
Tactics:
 1. Conduct a Strategic Plan process with the Board of Directors.
 2. Conduct an annual survey of members and the board leadership to assess value and mission accomplishment.
- **Strategic Objective** - Provide member businesses resources and quality connections to grow and develop their business and personal leadership skills. Leverage partnerships with private & community-based training resources to provide relevant programs that advance business growth.

- **Strategic Objective** - Capitalize on affiliate connections to bring future leadership into the Chamber and community. Target young professionals to ensure committed and prepared leaders in the future.

Chamber-Affiliated Organizations:

1. Propel – Young Professional Network
2. West Side Association
3. Oshkosh Safety Council