

## Central Chamber of Commerce Strategic Plan: 2025-2028

### **Vision Statement:**

To be recognized as an effective resource for creating a business-friendly environment that promotes growth, fosters partnerships, and enhances the economic prosperity of the Central Fairfax region.

### **Mission Statement:**

To provide leadership and resources to the business community.

### **Our Values:**

**Advocacy** - Act as a strong voice for local businesses, championing their interests and working to create a favorable business environment.

**Collaboration** - Foster partnerships and work collectively with members, local businesses, and community organizations to achieve shared goals.

**Community** - Building a strong local community through business leadership.

**Education** - Offering education and other resources and events to enhance business knowledge.

**Growth** - Promoting economic development and business expansion.

**Networking** - Providing opportunities for members to connect and collaborate.



Central Fairfax  
*Chamber of Commerce*

Small Business Focus. Big Business Results.

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## Strategic Goals & Objectives

### 1. Financial Stability

#### **Objective 1.1: Diversify Revenue Streams**

- 1.1.1: Increase Non-Dues Revenue by 25%

Develop and implement programs, events, and services that generate revenue outside of membership dues.

**- Actions:**

- Explore a Total Resource Campaign.
- Evaluate current affinity programs and explore new affinity program offerings.

#### **- 1.1.2: Leverage the Fairfax Forward Foundation**

Leverage the 501(c)(3) foundation to accept donations and grants for community development and educational programs.

**- Actions:**

- Launch an initial fundraising campaign targeting large local businesses and community stakeholders.
- Establish an annual fundraising event
- Seek out and apply for grant opportunities

#### **Objective 1.2: Optimize Cost Management**

- 1.2.1: Conduct a Comprehensive Financial Audit

Regularly review financial practices to identify areas for cost savings and ensure financial transparency.

**- Actions:**

- Engage an external auditor to conduct an annual financial review.
- Implement recommendations from the review to improve efficiency.

- 1.2.2: Negotiate Vendor Contracts

Renegotiate contracts with service providers to secure better rates and terms.

**- Actions:**

- Review all existing vendor contracts.
- Prioritize renegotiation of high-cost services.
- Leverage the Fairfax Forward Foundation's 501 c 3 status to identify lower cost options.

### 2. Membership Growth

#### **Objective 2.1: Increase Membership by 30%**

- 2.1.1: Expand Outreach to Underserved Business Sectors

Identify and target industries or demographic groups currently underrepresented in membership.

**- Actions:**

- Conduct a market analysis to identify gaps in membership.
- Create tailored outreach campaigns to engage these groups.

# Central Chamber of Commerce Strategic Plan: 2025-2028

## - 2.1.2: Enhance Member Value Proposition

Introduce new member benefits that address current business needs and trends.

### - **Actions:**

- Launch a members-only digital platform for networking and resource sharing.
- Develop exclusive content, such as industry reports and best practice guides.

## **Objective 2.2: Improve Member Retention by 20%**

### - 2.2.1: Implement a Member Engagement Program

Increase member involvement through regular, targeted communication and events.

### - **Actions:**

- Hire a part-time Membership Experience Director
- Introduce a member onboarding program that includes an orientation session and welcome package.
- Conduct quarterly check-ins with members to gather feedback and address concerns.

### - 2.2.2: Recognize Member Achievements

Establish a recognition program to highlight member businesses and their contributions to the community.

### - **Actions:**

- Host an annual awards gala celebrating member achievements.
- Feature member success stories in the Chamber's newsletter and social media.
- Highlight new and renewing members on social media

## **3. Maximize the Chamber's Organizational Effectiveness Internally**

### **Objective 3.1: Strengthen Governance and Leadership**

#### - 3.1.1: Develop a Board Development Program

Ensure the Board of Directors is equipped with the skills and knowledge to lead effectively.

### - **Actions:**

- Utilize broader chamber resources to develop best practices.
- Provide ongoing training and professional development for board members.
- Conduct an annual board retreat focused on strategic planning and team building.

#### - 3.1.2: Enhance Succession Planning

Establish a clear succession plan for key leadership roles within the Chamber.

### - **Actions:**

- Develop a process to identify community leaders as potential internal candidates for leadership roles.
- Identify strong members to leverage the organization's effectiveness.
- Create a mentorship program to prepare future leaders.

### **Objective 3.2: Improve Operational Efficiency**

#### - 3.2.1: Implement Technology Solutions

Adopt new technologies to streamline operations and improve member services.

### - **Actions:**

- Invest in website enhancements – i.e. chatbots.
- Introduce digital tools for event management and member communications.

## Central Chamber of Commerce Strategic Plan: 2025-2028

- Explore customer relationship management (CRM) and messaging platforms
- 3.2.2: Optimize Internal Processes  
Regularly review and improve internal processes to enhance efficiency.
  - **Actions:**
    - Conduct a workflow analysis to identify bottlenecks and areas for improvement.
    - Document all key processes and create a central repository for easy access by staff.

### **Objective 3.3: Foster a Positive Organizational Culture**

- 3.3.1: Promote Professional Development for Staff  
Invest in the continuous development of the Chamber's staff.
  - **Actions:**
    - Identify priority conferences, events, certifications, and costs.
    - Provide funding for staff to attend industry conferences and training sessions.
    - Create a professional development plan for each employee.
- 3.3.2: Enhance Internal Communication  
Improve communication within the organization to ensure alignment and collaboration.
  - **Actions:**
    - Hold regular all-staff meetings to update on progress and share successes.
    - Utilize messaging platform to faster communications.

### **Key Performance Indicators (KPIs)**

- **Financial Stability:**
  - Non-dues revenue growth rate.
  - Foundation fundraising totals.
  - Cost savings from contract renegotiations.
- **Membership Growth:**
  - Net increase in membership numbers.
  - Increased Member retention rate.
  - Member satisfaction scores (through surveys).
- **Organizational Effectiveness:**
  - Board and staff training participation rates.
  - Time saved from process improvements.
  - Staff satisfaction and engagement levels.

# Central Chamber of Commerce Strategic Plan: 2025-2028

## **Implementation Timeline**

### **- Year 1 (2025-2026):**

- Focus on laying the groundwork for financial stability through revenue diversification and cost management.
- Launch initial membership outreach and engagement programs.
- Begin board and staff development initiatives.

### **- Year 2 (2026-2027):**

- Expand and refine revenue-generating activities.
- Drive significant membership growth through targeted campaigns.
- Implement advanced technology solutions and optimize internal processes.

### **- Year 3 (2027-2028):**

- Achieve financial stability benchmarks.
- Consolidate gains in membership growth and retention.
- Foster a strong, positive organizational culture with high staff and member satisfaction.

## **Conclusion**

This strategic plan sets the Central Chamber of Commerce on a path to sustained financial health, a growing and engaged membership, and an internally strong organization. By following this roadmap, the Chamber will enhance its impact and continue to be a vital resource for the business community.

This plan provides a structured approach to achieving the Chamber's goals over the next three years, ensuring a focus on sustainability, growth, and effectiveness.

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