



Kentucky Chamber

Uniting Business. Advancing Kentucky.

The Chamber's Strategic Plan for 2015-2018: A Call to Action

As we near the end of 2015, the economic competitiveness and well-being of the Commonwealth of Kentucky finds itself at a pivotal crossroads.

- With competition between cities, states and nations at an all-time high, Kentucky cannot rest on past successes or be intimidated by seemingly intractable problems and political divisions.
- With the election of a new governor ushering in a new political environment, the private business community cannot hold back and hope that competing political visions will somehow result in the Commonwealth progressing in areas that demand constant and vigorous attention in a 21st century global economy.
- With workforce challenges being foremost in the minds of business leaders and unemployed and underemployed Kentuckians, the business community cannot sit idly by and expect the public sector to advance the solutions needed by the private sector.

These and other challenges face our Commonwealth and thereby, the Kentucky Chamber. The following three-year strategic plan for the Kentucky Chamber centers on three imperatives:

- 1) The Kentucky Chamber must embrace the vision for the Commonwealth outlined in the 2015 "Four Pillars for Prosperity" as its roadmap for the next several years.
- 2) The Kentucky Chamber cannot implement the vision alone and must therefore aggressively advance that vision in partnerships and coalitions with like-minded individuals, associations, private business firms and public policy-makers.
- 3) The Kentucky Chamber must rise to a new level of organization strength and effectiveness in order to partner with critical stakeholders to fulfill the priorities outlined above.

This strategic plan is founded on the following statements from its previous strategic plan:

Vision Statement

The Kentucky Chamber of Commerce is the major catalyst, consensus builder and advocate for a thriving economic climate in the Commonwealth of Kentucky.

Mission Statement

The Kentucky Chamber of Commerce supports a prosperous business climate in the Commonwealth of Kentucky and works to advance Kentucky through advocacy, information, program management and customer service in order to promote business retention and recruitment.

Values Statement

The Kentucky Chamber of Commerce is providing visionary leadership that is:

- Ethical
- Consensus-building
- Results-oriented
- Entrepreneurial
- Flexible
- Deliberate
- Non-partisan

The Chamber's Motto

“Uniting Business. Advancing Kentucky.”

Background:

This strategic plan is the fourth in a series of three-year strategic plans, each designed to provide direction and focus for the Kentucky Chamber's board and staff.

The 2005 Strategic Plan was created soon after Dave Adkisson was hired as president of the Kentucky Chamber and after a period of significant staff turnover. The plan primarily focused on internal goals that were designed to restore the Chamber to its previous levels of influence and effectiveness in Kentucky.

The 2008 Strategic Plan incorporated the work of the 2007 New Agenda for Kentucky Task Force and focused more on advancing the Commonwealth of Kentucky, specifically by pursuing five "transformational" goals – improving education, modernizing government, encouraging wellness, encouraging competitiveness and supporting energy. An accompanying operations plan set forth the internal plan to support the New Agenda efforts.

This 2012 Strategic Plan built on the successes of the first two plans, embracing the Chamber's primary role of advocacy while accepting the business community's responsibility to help advance Kentucky and continuing to provide meaningful services to Chamber members. The four primary goals focus on advocacy, member services, advancing Kentucky and strengthening the Chamber as an organization.

This proposed 2015 Strategic Plan builds on the Chamber's 2015 "*Four Pillars for Prosperity*" strategic vision for Kentucky, calls for strengthening relationships with various Chamber constituencies and a continuing emphasis on increasing the Chamber's organizational strength and effectiveness.

Note: While most of the Chamber's organizational capacity is committed to on-going programs and managing the expected functions of the Chamber, the following outline of a strategic plan focuses primarily on new or emerging opportunities anticipated for the coming three to five years.

Meanwhile, separate one-year Business Plans will incorporate operational goals and objectives for on-going commitments as well as new initiatives.

During the next three years, the Kentucky Chamber will provide leadership in pursuit of the following goals:

Goal #1: Serve as the Catalyst and Consensus Builder for Pursuing the Strategic Aspirations of the “*Four Pillars for Prosperity*” Plan.

- A. Work to create a globally competitive talent development system that produces **a healthy and skilled workforce**, benchmarked against the best education and workforce preparation systems in the world.
- B. Create and sustain **a state government that is financially stable** and creates a competitive environment for economic growth.
- C. Create and maintain **a modern infrastructure** to capitalize on the state’s strategic advantages and advance its energy agenda.
- D. Create and implement **a customized economic development program** that recognizes the potential of Kentucky’s distinct regions and industry sectors, advances a pro-growth agenda and encourages and rewards entrepreneurship and innovation.

Goal #2: Maintain the Chamber’s position as the Business Community’s Most Respected and Effective Advocate

- A. Incorporate the public policy goals of the “*Four Pillars for Prosperity*” (stated in Goal #1) into the Chamber’s advocacy agenda, including but not limited to the Chamber’s annual legislative agendas.
- B. Adapt to the new political environment in Frankfort created with a new governor, evolving legislature and ever-changing federal policies.
- C. Continue to pursue the goals of the Chamber’s 2009 “Leaky Bucket” report and subsequent progress reports.
- D. Create new ways to position the Chamber to provide unique and valuable information to Chamber members on priority business issues, using a variety of communication platforms.
- E. Continue to increase financial resources (in real dollars and as a percentage of the Chamber’s operating budget) to expand staff capacity for policy development, conduct issue campaigns and strengthen lobbying.
- F. Become more engaged on priority business issues at federal level by creating an annual Congressional Forum featuring Kentucky’s U.S. representatives and senators.

G. Continue to advocate tax and regulatory reform to make Kentucky more economically competitive.

Goal #3: Provide Valuable Member Services

- A. Retain a sharp focus on workforce development as a priority of the business community, including creating an annual workforce event to highlight best practices. Work to expand the Chamber's capacity to manage business-driven workforce solutions.
- B. Expand our portfolio of products and educational services that will provide real value to Chamber members and enhance the value of being a Chamber member.
- C. Navigate the changing health insurance market to provide meaningful services to members and financial benefit for the Chamber.

Goal #4: Strengthen the Chamber as an Organization

- A. While the Chamber is primarily a membership-based association, work to systematically nurture relationships with distinct Chamber constituencies including members, investors, policy-makers, organizational partners, local chambers, foundations, customers (of Chamber products and services), attendees, contributors (e.g. to the Chamber's Foundation), associate members (small business members of local chambers), subscribers (to Chamber publications), policy council participants, news media, etc. in order to fulfil the Chamber's agenda.
- B. Continue to expand the Chamber's membership base through member dues and investments.
- C. Find new ways to attract added resources for proper implementation of the "*Four Pillars for Prosperity*" plan.
- D. Strengthen our strategic partnerships with Leadership Kentucky, the Kentucky Society of Human Resource Management (KYSHRM), the Partnership for Commonsense Justice (PCJ) and the Kentucky Association for Economic Development (KAED).