



2017 - 2021 Strategic Plan

Organizational Mission: To be a leader in the advancement of the economic vitality and quality of life in the Lebanon Valley through access, resources, and services to the business community.

Strategic Objectives	Action Plan Recommendations	2017 Progress/Action Taken	2018 Plan/Progress
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ORGANIZATIONAL EXCELLENCE

Vision: Establish principles of organizational excellence that guide the Chamber to accomplish its mission and strategic plan.

MISSION AND VISION			
SO #1 - Clearly define and communicate our Vision, Mission, and Values to our members, staff, and volunteers.	Action #1 - Identify methods and mediums to communicate vision, mission, and values to stakeholder groups	Communication to members occurs weekly through various styles of e-blasts, as well as renewal letters. Mission and Vision are posted online. Mission and Vision are revisited before planning new events or changing committee agendas/direction.	Quarterly mailings of pertinent event details and other messaging will begin to all members in addition to the current e-news. The Chamber will print new pop-up banners with the mission and vision to be displayed at all events.
	Action #2 - Establish and identify the Chamber's core values. Communicate identified values.	While the core values have not been identified in writing, the Chamber has been operating under the value system of: providing a supportive and respectful work environment, delivering quality programming and services to the business community, and running the organization with integrity and fairness to all members.	Written core values will be developed and published online and shared with members through various media.
LEADERSHIP			
SO #2 - Recruit and align the Chamber staff, board of directors, volunteers, and key partners to advance the economic vitality of the Lebanon Valley.	Action #1 - Communicate key messages and issues with all stakeholders	Organizational plans and community alliances have been communicated to the board of directors through weekly updates from the president and during board meeting President Reports. The overall goals and mission have driven committee meetings and events through communication by staff and the president. Staff meetings are held weekly to discuss key messaging and issues.	Messaging to the staff, board, committee, and volunteer base will continue. Opportunities to expand on communication will be reviewed.
	Action #2 - Work with key partners to collaborate on issues that builds the business climate in the Lebanon Valley	Chamber staff have met regularly with community partners to listen to the needs and issues of the community and to collaborate and develop plans to address those issues. Key partners include: the City of Lebanon, Lebanon County, Metropolitan Planning Organization, Commuter Services, PA CareerLink, United Way, Lebanon Valley Economic Development Corporation, Business Improvement District, Visit Lebanon Valley, and additional business members who have expressed ongoing issues in staffing and workforce development.	Staff will continue to attend meetings with key partners and look for additional opportunities to listen to and ask relevant questions to members. As issues arise, they will be brought to the attention of key partners for collaborative solutions.
RESOURCES/COMPETENCIES			



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<p>SO #3 - Develop the expertise, tools, and technology required to be the premier business resource for our members.</p>	<p>Action #1 - Participate in and review annually, ACCE's Operational Survey to learn best practices and trends among chambers nationwide.</p>	<p>The Chamber participated in all ACCE surveys conducted during 2017. Review of the 2015 survey did not occur in 2017.</p>	<p>The Chamber will continue to participate in ACCE surveys. A thorough review of the most recent ACCE Operational Survey will take place with an action plan for items that should be addressed locally to adjust to national trends.</p>
	<p>Action #2 - Survey members to better identify their needs and expectations</p>	<p>While no full member-based survey was conducted, informal surveys were sent after some key events as well as all Leadership Lebanon Valley class days.</p>	<p>The Chamber will develop and conduct a full membership survey to identify needs and expectations of members.</p>
	<p>Action #3 - Identify necessary/desired technology and resource needs and develop a budget and implementation plan.</p>	<p>The Chamber explored the possibility and received pricing to develop an app for members to pay online, register for events and be notified via text messaging of upcoming issues/events. The app was cost prohibitive and staff determined that utilization of the app was not enough of a draw for members to install voluntarily. Additionally, there would be a huge effort needed to promote and explain the benefits of using the app.</p>	<p>The Chamber will engage technology based member firms for suggestions and proposals on any technology that may be beneficial to providing better service to members.</p>
<p>INNOVATION</p>			
<p>SO #4 - Promote a culture of innovation within the organization that anticipates changes in the marketplace and the needs of our members.</p>	<p>Action #1 - Complete a self-assessment to explore possible restructuring of Chamber operations, resources, events and staff.</p>	<p>A two day internal strategic planning session was held during the summer. Staff were asked to provide input on a variety of topics including events and schedules, committees, office management, messaging, staff health and well-being, member benefits and more. Weekly meetings are held and staff are encouraged to share their ideas to better the organization, events, programming, and committees. Two examples of ideas shared by and implemented by staff are the addition of the Charity Softball Tournament to raise funds for the Non-Profit of the Year winner and the addition of a networking game called "Let's Connect" during the Salute to Community Services.</p>	<p>Staff will continue to look for ideas and additions to programs, events, and member benefits. The Chamber will hold another two-day internal strategic planning session during the summer.</p>
	<p>Action #2 - Continue to invest in the professional development of the staff through the Institute for Organization Management program through the U.S. Chamber</p>	<p>During 2017, Jessica Stankovich, Director of Leadership and Education, attended Institute for the third year.</p>	<p>Jessica Stankovich will attend and graduate from Institute during 2018. Opportunities will be presented to other staff as appropriate.</p>
<p>CUSTOMERS</p>			



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SO #5 - Exceed the expectations of our members and the business community.	Action #1 - Complete a member survey every two years	Small surveys were conducted specific to attendees at events and participants in programs to gain feedback on the value and process of the events/programs for future improvements.	A full survey will be conducted to all members. This may be done as a single survey or through monthly installments with each focusing on a topic.
	Action #2 - Investigate, prepare and execute a survey of the community at large to learn/identify perceptions, expectations and roles of the Chamber	No community survey was conducted in 2017	The communications task force will be charged with finding the appropriate method to conduct this survey potentially through a series of focus groups.
STANDARDS			
SO #6 - Utilize the following standards of performance to ensure excellence and the achievement of our goals.	Action #1 - Strive for, maintain and exceed:		
	28% Market Penetration	According to the US census report* there are 9,112 firms in Lebanon County (must declare a minimum of \$1,000 income). Using this figure, the Chamber has 8% penetration. There are 2,684 employer establishments within the county in which the Chamber has 28% penetration.	The Chamber will continue to increase membership through direct visits, marketing, and efforts by the Ambassador Committee to not only gain membership but to achieve a higher market penetration.
	Increase non-dues revenue to achieve a 60/40 split between dues and non-dues income	As of 12/31/2017, dues income was 39.8% of revenue and non-dues was therefore 40.9%.	The Chamber will continue to maintain a strong income in both categories of dues vs. non-dues income. However, during 2018, a Chamber based trip to China will bring in a budgeted income of \$70,000 of tour funds that will skew the proportions. The majority of this income will be a pass-through to the travel company. If budget is met, this will skew dues revenue to 53.7%.
	Increase revenue per member to \$700	As of 12/31/2017, revenue per member was \$609.	With no membership growth and if budget is met, revenue per member will be \$692 in 2018. This is skewed because of the proposed income for the 2018 Chamber trip to China.
	Budget 3% of revenue per year as set aside for reserves	As 2017 was a transitional year, no funds were set aside for reserves. All reserve accounts were reviewed for responsible management.	The goal for 2018 is to set aside a minimum of \$10,000 in reserves as cash flow allows.
	Establish a baseline for the number of membership attending at least one Chamber event per year and increase annually as appropriate	No baseline was established however, an almost 8% increase in attendance at events/programs was incurred during 2017 once the one-time Centennial Celebration Dinner was removed from the 2016 attendee count.	Staff and the Ambassadors will work to establish the baseline number of membership attending at least one event with a schedule and plan for growth.
	Retain 90% of membership year over year	Membership retention was 91.2% over the previous year.	The Chamber will continue to assess the needs of members to help maintain and grow member retention. The Ambassador Committee will continue to work as a liaison between the Chamber and its members.

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MEMBERSHIP

Vision: The Membership of the Chamber will be diverse, robust and engaged. The Membership structure will maximize value and opportunity while meeting the financial obligations for both the Chamber and its members.

FINANCE			
SO #1- The Chamber will conduct an annual review of the financial impact of membership and utilize best practices and industry standards to meet the Chamber's financial obligations.	Action #1 - Through the annual budgeting process, membership investments will be reviewed and adjusted as needed. The annual increase is not recommended to exceed five percent annually.	Annual dues were increased a flat 2% across all categories that were not affected by a dues review.	Dues and the return on investment to members will be evaluated through surveys and member meetings. The dues increase for 2019 will be reviewed during the development of the annual budget in August.
	Action #2 - The Chamber will strive to maintain a greater than 90 percent retention of its membership and an 85 percent annual retention of membership investment renewals.	The Chamber had a 91.2% member retention rate for 2017 with a corresponding retention rate of membership dues.	The Chamber will continue to assess the needs of members to help maintain and grow member retention. The Ambassador Committee will continue to work as a liaison between the Chamber and its members.
	Action #3 - The Chamber will no less than every two years review its administrative fee to evaluate if an adjustment (positive or negative) is necessary.	No action was taken during 2017.	A review of other chambers will take place to see if any adjustment is necessary.
STRUCTURE			
SO #2- The Chamber will conduct a comprehensive review of its membership model to ensure it's existing structure maximizes value and return for the Chamber and its members organizations.	Action #1 - The Chamber will review and evaluate creating an introductory or probationary membership level that gives certain types of potential members an opportunity to experience the Chamber at a reduced rate, while still maintaining value for current members.	No action was taken during 2017.	Staff and the Ambassador committee will review the concept of an introductory membership and develop possible structures and the impact it may have on gaining new members and budgeted Chamber income.
	Action #2 - The Chamber will conduct a thorough evaluation to create a modified tiered membership investment structure which provides a "basic" membership option and an "all inclusive" level(s) that provides additional value add.	A thorough review of membership dues was conducted throughout the year. While most membership categories were reviewed as appropriate and a fair share structure, other categories were adjusted. A plan was established through a membership dues meeting between Chamber staff and the Executive Committee. The idea of a tiered dues structure was not visited this time.	A review of the success of a tiered structure at similar sized chambers will be conducted. If feasible, a proposal will be developed.

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	Action #3 - Independent of any membership investment structure change, create a task force to create and recommend bundling and packaging event registration and sponsorships. Sponsorship opportunities for the coming year should be made available by September of the preceding year to allow members adequate review and budgeting	No action was taken during 2017 on a packaging task force. Staff and the executive committee discussed a discount to sponsors but committing to multiple events but a formal plan has not yet been implemented. The Sponsorship book was reviewed and developed and available to members by mid-October.	A task force will be developed to create and recommend bundling and packaging event registrations and sponsorships. The sponsorship guide will be updated throughout the year and available to members in September of 2018.
BEST PRACTICES			
SO #3- Annually review the Chamber's recruitment, engagement and retention strategies to ensure alignment with industry best practices and achieving the needs of the Chamber.	Action #1 - Work with all appropriate committees and entities within the Chamber to ensure the value proposition of the Chamber is known to all.	Chamber staff communicate member benefits with their committees and groups. Suggestions and feedback are brought back to staff meetings for review and implementation of changes/additions. Two open houses and four New Member Connects were held during the year with representatives from member benefit companies in attendance.	The Chamber will continue to look for entities to convey member benefits and updates to member benefits.
	Action #2 - Develop a communication strategy that creates segmented messaging to membership. Align members' identified interest to those offerings of the Chamber.	The Chamber utilized specific email marketing to those who had a previous interest in a subject or event. However, all members were sent major event messaging via email. Some targeted mailings were completed.	The Chamber will review the messaging and delivery methods with the Communications Task Force for additional input.
	Action #3 - Annual review the Chamber's demographics, at a minimum from industry, employer size, and geographical location, to ensure the Chamber's membership is reflective of the community in which it serves.	No formal review was conducted in 2017.	The annual review will occur during 2018.
RELATIONSHIPS			
SO #4- Utilize relationships of committee members and other key individuals to capitalize of membership recruitment and engagement potential.	Action #1 - Strengthen avenues for feedback from members to Chamber staff and Board of Directors.	The Chamber currently engages the Ambassador Committee as the liaison between members and the board and staff of the Chamber. Feedback from members is shared on the membership report. Additional feedback from members is solicited by staff as opportunities allow via one-on-one conversations and emails.	The Communications Task Force will be challenged to find additional methods of feedback to staff and the Board of Directors.

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	Action #2 - Expand the use of the Chamber's Ambassador committee to assist more in membership recruitment as well as strengthen the committee's role in retention efforts.	The Ambassador Committee has suggested several concepts for membership recruitment. These concepts will be developed into more formal plans for review.	The Ambassador Committee will be questioned for additional ideas and input on recruitment and retention.
	Action #3 - Enhance and expand the engagement of the Board of Directors in the Chamber's recruitment strategies. Create Board engagement that helps to organically grow engagement and recruitment.	The Board of Directors are held accountable in their engagement through a board tracking sheet presented at each board meeting. This encourages new member recruitment, sponsorship support, and attendance at key events.	The Board of Directors will continue to be challenged to bring in additional members and to be as involved as possible in sharing the Chamber's mission and benefits.
	Action #4 - Continually evaluate and engage key leaders within the Chamber and community to assist with appropriate Chamber initiatives and strategies.	The Chamber works closely with many key leaders, including the Mayor of the City of Lebanon, Lebanon County Commissioners, leaders with CLA, the BID, committee chairs, the United Way, HACC, Lebanon Valley College, and the area's school districts, to communicate initiatives and strategies and seek advice and engagement to advance the strategies.	The Chamber will continue to look for ways to communicate and engage these community leaders in the Chamber's strategies and initiatives.
	Action #5 - The Chamber will grow its membership annual with a goal of 900 members by 2021.	While the Chamber added 56 new members in 2017, it lost a total of 68. At least twenty one of which were accounts that were not paying dues but were being counted as active members.	The Chamber will strive to add 100 new members during the year to allow for an approximate 40 member growth after the historic 91% retention.

VALUE AND RETURN ON INVESTMENT (ROI)

Vision: The Chamber is committed to provide value added services which help members to enhance the performance and services of their organizations with focus on education, business development, advocacy and communication.

Establish Value & Services			
SO #1- Define and publish our value proposition that will provide specialized relatable services to members and industry segments	Action #1 - Establish key measurements of value for members to create the Chamber's value proposition - engage members to assist in determining this	A membership benefits booklet was developed during 2017. Benefits were developed after conversations with members.	A task force will be created to address this action item.
	Action #2 - Analyze membership demographics to create a consolidated list of key segments that are clearly defined and targeted in a segmented and appropriate manner.	No specific progress was made during 2017.	A task force will be created to address this action item.



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	Action #3 - Establish measurements, benchmarks and alignment for key industry segments. Create a customized value proposition statement for each key segment.	No specific progress was made during 2017.	A task force will be created to address this action item.
	Action #4 - Utilize established segment value propositions to identify and promote key programs and initiatives the Chamber offers that align with those values.	While programming (including educational workshops and events) was geared specifically to segments of Chamber membership based on feedback, a formal program was not developed specific to this Action item.	A task force will be created to address this action item.
COMMUNICATIONS			
SO #2- Engage & Encourage member participation by effectively communicating to all members and their organizations the value and opportunities that Chamber membership provides.	Action #1 - Develop a communication and technology platform and strategy	The Chamber regularly uses Constant Contact to provide details to Chamber members on events and services as well member news and events.	The Chamber will continue to tweak the content and scheduling of these e-blasts. The Communications Task Force will review and offer suggestions for other avenues of communication.
	Action #2 - Enhance website savings and resources for members - to aid in networking and team building	Regular e-blasts link members to online services and member benefits. A weekly Member News email had a regular section on Member Benefits with links for more information online. Members are regularly sent online information to utilize their member benefits with details to log into their accounts. Member-to-Member Benefits are listed online and members have access to post new benefits through their account login.	The Chamber will develop additional methods to promote the use of online benefits. The Chamber will work on providing better access and promotion of member-to-member benefits.
BUSINESS & ORGANIZATIONAL DEVELOPMENT & EDUCATION			
SO #3- Offer business, education and organizational development programs to members as a way to enhance their performance.	Action #1 - Engage with other entities (quasi-governmental, educational, etc.) to provide business development resources	The Chamber works with the Small Business Administration, SCORE, and Kutztown Small Business Development Center to engage in programming and services for our members.	The Chamber will continue to promote collaboration and sharing of resources.



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	Action #2 - Define the type of programs for segments that enhance value for membership, via Mentor Programs, SCORE, Chamber Events, Roundtables, etc.	Lebanon Valley Young Professionals worked on connecting professionals and mentors through programming and connections. SCORE continues to use the Chamber as a meeting place for the businesses they work with. The Chamber has continued to develop events and roundtables specific to key segments like small businesses and non-profits. A CEO Roundtable was reinstated and held in the fall as an invitation only event.	The Chamber will continue to develop roundtables and programs for specific segments of membership. These segments will be developed through input from members individually as well as through the member and community survey.
	Action #3 - Enhance offerings of seminars and workshops to members to enhance knowledge and build their success	Additional seminars/workshops have been added specific to the requests of Chamber members. Examples include: Marketing for a Strong Year's End, Grant Writing, Doing Business with the Federal Government, Working with Different Generations, Search Engine Marketing, etc.	The Chamber will continue to plan and implement workshops and seminars on topics of interest and need of our members and the business community. The first two seminars of the year are: How to Run a Business Without an HR Department and How to Start Your Business.
	Action #4 - Create web-based seminars and social media outlets such as blogging	While no web-based seminars were published/hosted, many events had a portion posted on social media via a live feed.	The Chamber will research the options and technology needed to implement this Action.
	Action #5 - Offer business education, training, and organizational development programs for members	A variety of topics were presented in seminars throughout the year. Leadership Lebanon Valley continues to be the areas premier leadership development program.	Programs are scheduled covering topics like: How to Run a Business Without an HR Department, How to Start a Business, What Do You Need for a Business Loan?. The Chamber is working with the Leadership Lebanon Valley Board to bring the LLV Executive Leadership Program to the community.
ADVOCACY			
SO #4- To provide advocacy and a unified voice for Chamber members in the legislative process.	Action #1 - Outreach, representation, participation in the Chamber will represent the needs and expectations of its members.	The Chamber joined a Regional Advocacy Alliance in 2017, comprised by representation from the Harrisburg, Lancaster, York and Reading Chambers. Issues are reviewed as presented by the Regional Advocacy Alliance and opportunities for members to engage with government officials were offered in the way of events/presentations at the Chamber offices.	The Chamber will continue to look for opportunities to engage members to listen to their concerns and expectations.



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	Action #2 - Engage with member segments to learn concerns, issues, etc. to ensure advocacy matches needs	The Chamber held two events putting members in front of our local representatives. Both had great discussion and comments from members, allowing the Chamber and legislators to listen to and address our member's needs.	The Chamber has two Government Affairs events scheduled in January of 2018. PA Chamber President Gene Barr will provide an update on what the PA Chamber anticipates for the next General Assembly session in Harrisburg. Congressmen Costello and Dent will speak at and listen to concerns of members during a January 23rd luncheon. The Chamber will continue to host events with our regional legislators and members.

LEADERSHIP IN THE COMMUNITY

Vision: Supporting partnerships and providing leadership to grow the Lebanon Valley

WORKFORCE DEVELOPMENT & EDUCATION			
SO #1 - Support programs and organizations currently working to address the workforce talent gap in all industry sectors.	Action item #1 - Support programs and organizations currently working to address the workforce talent gap in all industry sectors.	The Chamber holds a seat on the Lebanon Valley Economic Development Corporation's Workforce Alliance Committee. The Chamber president sits on the Lebanon County Career and Technology Center's Executive Planning Committee and the Harrisburg Area Community College Executive Planning Committee to listen to and offer support of ongoing programs.	The Chamber will continue to listen to partner with organizations and members for opportunities to support and develop additional resources and programs.
	Action #2 - Support programs and initiatives dedicated to effectively educate and train students of all ages and stages (students, mid-life, professionals) for workforce readiness to accelerate the growth and sustainability of Lebanon Valley businesses (i.e. Act 339).	The Chamber is in contact with PA CareerLink to listen to and support the efforts to fill the needs of the workforce and employers in the region. The Chamber attended the first Grow PA event to listen to the issues of other Chambers in the region and offer local input. The Chamber helped to support the efforts of HACC's new Manufacturing Technician Apprenticeship Program. The Chamber worked closely with Penn State, Lebanon Valley College, and Harding Elementary to help develop and support programs designed to prepare younger students with soft skills and future planning.	The Chamber will continue to listen to partner with organizations and members for opportunities to support and develop additional resources and programs. The Chamber will work with Penn State on a Workforce Readiness program, hosting the event at the Chamber offices and providing a group of regional employers to work with the students participating in the workshop.
	Action #3 - Consider ways to find and develop a workforce that is both capable <u>and</u> diverse.	The Chamber works closely with local colleges, school districts, manufacturers and training centers to encourage development of a workforce that meets the needs of the community.	The Chamber will continue to look for opportunities to partner and drive initiatives from regional educators and organizations.



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DIVERSITY			
SO #1 - Strengthen and sustain a healthy business environment in the Lebanon Valley by providing the conditions necessary for all business community members to feel welcomed, valued and supported.	Action #1 - Encourage the LVCC Board Nominating Committee to strongly consider all demographics to ensure a Chamber Board that is representative of the population.	The LVCC Board Nominating Committee reviews a breakdown of Chamber members and board members by region, business category, and company size to see where there are gaps in diversity in all demographics. The incoming directors add diversity in some demographics.	The Nominating Committee will be charged with continuing to look for diversity in board members.
	Action #2 - Continue as a partner and sponsor of the Hispanic Gala.	The Chamber held a seat on the planning committee for the Hispanic Gala. The Chamber supported the efforts of the Gala by promoting the event and selling tickets at the Chamber office.	The Chamber will work more closely in the planning and execution of the 2018 Hispanic Gala.
SO #2 - Support programs that build & reinforce relationships with Hispanic and other minority owned businesses in the Lebanon Valley to provide assistance toward achieving their business growth goals.	Action #1 - Create additional bilingual materials and support existing programs that increase effective communication with the Hispanic business population.	The Chamber has worked closely with Guadalupe Barba, President of Juntos de Lebanon. Juntos de Lebanon is translating the City's Guide to Starting a Business in Lebanon County. The Chamber has agreed to print copies of the translation for distribution. Additional materials have not been developed yet.	The Chamber will look for materials and opportunities that will be beneficial to supporting communication and programs within the Hispanic community.
	Action #2 - Discover a means by which to proactively serve the Hispanic business community.	The Chamber has established a series of workshops and possible bi-lingual speakers to present to the Hispanic business community. The difficulty has been in finding a time to hold the events that is most available to the business owners. The Chamber, in its work on the Grow Lebanon task force, has participated in meetings with Hispanic business owners to listen to their needs. One of those needs, currently being explored by the strategic task force, is to help build a Hispanic radio station for programming and communication specific to the needs of the Hispanic community.	The Chamber will continue to look for opportunities to create workshops and presentations to meet the requests of the Hispanic business community.



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<p>SO #3 Continue to build trust and partnership with the agricultural community to recognize the significant role they play in the Lebanon Valley; and to foster and support their success.</p>	<p>Action #1 Identify and participate in meetings, events and/or activities hosted by the agricultural community, as appropriate.</p>	<p>The Chamber manages a Farm City Committee with representatives from the Farm Bureau and agricultural community. This committee is engaged in organizing and promoting agricultural events including the Open Farm Tour, Farm City Exchanges, and Farm City Banquet. The Farm Bureau holds an ex officio seat on the board and is encouraged to present any issues to the board for support.</p>	<p>The Farm City Committee will continue to meet and grow and refine programming as needed.</p>
	<p>Action #2 Work to better support and provide resources to the Farm-City Committee and their initiatives.</p>	<p>The Chamber provides staff support to organize and support the efforts of the Farm City Committee.</p>	<p>The Chamber will continue its efforts to support the committee and provide additional help and resources as needed.</p>
<p>BUILDING THE LEBANON VALLEY'S ECONOMY</p>			
<p>SO #1 - Support the strategies and economic development initiatives of our partner organizations represented on our Board, striving to strengthen and grow the economy of the Lebanon Valley.</p>	<p>Action #1 - Support efforts that encourage the effectiveness of the Business Development Team.</p>	<p>The Chamber partners with the Lebanon Valley Economic Development Corporation and holds an ex officio seat on their board. The Chamber works closely with the Business Improvement District to encourage growth in the downtown. The Chamber partnered with the Community of Lebanon Association (CLA) and the BID to hold ribbon cuttings and grand openings for any business (regardless of membership status) throughout the year.</p>	<p>The Chamber will continue to support and help develop strategies from these key partner organizations.</p>
	<p>Action #2 - Actively support the City's "Grow Lebanon 2020" Plan</p>	<p>The Chamber president sits on the "Grow Lebanon 2020" Plan and is currently engaged in two of the initiatives outlined in the plan. The Chamber leads Priority #5, Action item #1: Encourage Small Business Presence and Operations in the City: Explore Establishing a Formal Entrepreneurial Center or "One Stop Shop". The Chamber participates in Priority #5, Action item #2, Encourage Small Business Presence and Operations in the City: Investing in Growing Smaller Neighborhood-based Business in the Hispanic Community.</p>	<p>The Chamber will continue its efforts to advance these action items and the full plan of the City.</p>
<p>SO #2 - Provide leadership on best practices to micro/small businesses and nonprofits in the Lebanon Valley and opportunities for small business leaders to connect and learn from each other.</p>	<p>Action #1 - Continue to lead the Small Business & Community Benefits (nonprofits) Round Tables.</p>	<p>The Chamber leads the Small Business and Community Benefits Roundtables and has altered the structure of both round tables to provide workshop style presentations. This has resulted in increased attendance to both round tables and engagement of both members and non-members.</p>	<p>The schedule of topics for both round tables is currently being developed for the year. The Small Business Round Table will continue to meet monthly (with the exception of July and November) and the Community Benefits Round Table will meet bi-monthly. Both round tables are open to all Chamber members at any time.</p>



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SO#3 - Support the efforts of other economic development activities to attract businesses to our community.	Action #2 - Consider adding educational workshops and/or expanding round tables. Action #1 - Be a resource and partner with these organizations as requested.	See Action #1 above. Round tables have been altered to provide a workshop based structure. The Chamber works with the LVEDC to promote and support the efforts to attract businesses to our community. Statements have been made to the press to support new growth.	We will review the need to add a Manufacturers' Round Table and or a Technology Round Table. The Chamber will continue its efforts and look for additional opportunities to expand collaboration.
MARKETING THE LEBANON VALLEY			
SO #1 - Support the destination marketing efforts of others to communicate the benefits of the Lebanon Valley to both businesses and visitors.	Action #1 - Support the destination marketing efforts of others to communicate the benefits of the Lebanon Valley to both businesses and visitors.	The Chamber president holds an ex officio position on the Board of Directors for the tourism bureau and has been in attendance at board meetings throughout the year. The Chamber has communicated events and services of the tourism bureau to members through e-blast marketing and board communications.	Involvement and promotion of the tourism bureau's mission and activities will continue throughout the year.
	Action #2 - Support unified branding efforts to market the Lebanon Valley to recruit and retain businesses.	Through e-blast marketing, personal emails and verbal communications, the Chamber has shared the branding and messaging of the tourism bureau, Expo Center, and BID.	The Chamber will continue to promote and expand on the efforts of the region's tourism organizations.
	Action #3 - Lead and partner with organizations/initiatives that engage residents and garner their support of local businesses (i.e. Small Business Saturday and Buy Local programs).	The Chamber partners locally with the tourism bureau, Business Improvement District (BID), and Community of Lebanon Association (CLA) to promote their agenda and programs. The Chamber president holds an ex officio seat on the board of CLA and the tourism bureau. The Chamber president sits on the BID 'Made in Lebanon Committee' to help develop the initiative to promote products and services 'made in the Lebanon Valley.' This initiative has been communicated verbally with manufacturers and business during business meetings. Additionally, the Chamber president attended a board meeting for the Lebanon Area Fair to look for partnerships and engagement that might advance the fair's mission. The Chamber engaged in Small Business Saturday by requesting and delivering materials as provided by American Express. The Chamber also purchased 40 radio spots that ran the week leading up to Small Business Saturday, encouraging listeners to shop local not only on Saturday but every day.	The Chamber will continue to look for opportunities to partner and drive initiatives from regional organizations.
ADVOCACY			



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Strategic Objectives	Action Plan Recommendations	2017 Progress/Action Taken	2018 Plan/Progress
<p>SO #1 - Identify legislative issues that may impact our business community; then educate, advocate and be a resource for our members.</p>	<p>Action #1 - Strengthen and support the current LVCC Public Policy Committee to provide regular updates/dashboard to promote awareness of impending (or active) legislation and related matters.</p>	<p>The Public Policy Committee, which had become inactive, was reengaged and met 3 times during the year. An agenda and schedule of quarterly meetings was set for 2018. The Chamber president reviewed and presented to the Public Policy Committee the Regional Advocacy Agenda that includes the York, Lancaster, Harrisburg, and Reading Chambers. The agenda was presented to the Public Policy Committee who then made a recommendation to the Board of Directors to join the Regional Advocacy Group. The board unanimously approved.</p>	<p>The Public Policy Committee will meet quarterly and as needed to address issues facing our region.</p>
	<p>Action #2 - Use the PA & US Chambers (and other resources) in identifying and communicating legislative issues/changes to our members.</p>	<p>The Chamber president reviews notifications from the PA and US Chambers and shares relevant issues with the Public Policy Committee for review. Additionally, as issues arise from members and non-members, those are shared with the Public Policy Committee for review. During 2017, only one issue was brought to the attention of the president. The issue was one that was never passed and therefore did not need to be addressed. Issues are reviewed as presented by the Regional Advocacy Alliance (see Action #1 above).</p>	<p>The Chamber will continue to stay informed on issues affecting not only our members, but the vitality of the businesses in our region.</p>

*<https://www.census.gov/quickfacts/fact/table/lebanoncountypennsylvania/PST045216>