

The Four Pillars



Lead

Elevate governance and organizational excellence.



Educate

Equip members with the tools for success.



Advocate

Serve as the unified voice for business.



Promote

Maximize member visibility and digital influence.

Strategic Goals & Impact

High-Performance Leadership (LEAD)

- + **Mission-First Focus:** Continue to focus on our mission and 100% board alignment through monthly discussions during our regular meetings.
- + **The Pipeline Project:** Formalize a leadership succession program to ensure a steady stream of elite talent for the Staff and Board.
- + **Financial Power:** Continue to maintain 4-6 months of reserves and implement ROI-based budgeting to ensure every dollar fuels member value.

The Voice of Business (ADVOCATE)

- + **Policy Powerhouse:** Launch a formal Advocacy Committee and tracking system to influence local, state, and federal policy.
- + **Strategic Alliances:** Deepen ties with Federally Elected Officials, State Legislature, Board of County Commissioners, Municipalities, Constitutional Officers and School Board in order to protect business interests. Also become more engaged with the Florida Chamber of Commerce.
- + **Pulse Alerts:** Continue to Provide real-time legislative updates and "Roundtable" sessions to keep members informed and influential.

Growth & Innovation (EDUCATE & PROMOTE)

- + **Digital Transformation:** Relaunch the Chamber website (On Growth Zone Timeline and Ability) into a high-traffic "Education Hub" featuring SBDC toolkits as well as our dual directories we offer including the video options recently adopted.

- + **Social Dominance:** Remain a Socially Dominant Chamber in our State and investigate a weekly high-impact content piece to grow followers and engagement rates.
- + **Workforce Solutions:** Partner with schools, students and the Economic Development Council (EDC) to build a talent pipeline, targeting 300+ job-seeker connections annually.

A Permanent Legacy (LEAD & PROMOTE)

- + **The Capital Campaign:** Execute a multi-year feasibility study and fundraising drive to secure a permanent, high-visibility home for the Chamber.
- + **Target:** Secure a flagship site and \$250K+ in Year 1 commitments to anchor the Chamber's presence in Clay County by 2030.

Key Ongoing Operational Objectives

- + **Commitment to Retention:** Achieve on average 85% retention of membership over the course of this strategic plan.
- + **Focus on New Membership:** Annually set reasonable and attainable goals for new members that help- grow the organizations base.
- + **Value Add and Organizational Excellence:** Annually asses member events, connection opportunities, and other offerings to ensure that they are in-service to sustaining the established retention and member growth rates.

Execution Roadmap 2026 - 2030

2026

Foundation

- + Launch Advocacy Committee and legislative tracking system
- + Formalize Leadership Pipeline Project for Board and Staff succession
- + Maintain 4-6 months of financial reserves; implement ROI based budgeting
- + Integrate the Small Business Development Center (SBDC) and begin delivery of small business education curriculum

2027

Expansion

- + Deepen strategic alliances with: Elected Officials, Municipalities, Constitutional Officers, School Board, and Florida Chamber of Commerce
- + Scale the Leadership Pipeline; strengthen board development and engagement
- + Conduct comprehensive digital review, including: GrowthZone functionality and social media expansion opportunities
- + Increase workforce partnerships with schools, students, and the Economic Development Council (EDC) to grow annual job seeker connections

2028

Momentum

- + Relaunch the Chamber website (as feasible) into a high traffic Education Hub, featuring: SBDC resources and enhanced member directories
- + Sustain Social Dominance through a recurring, high impact content strategy to increase reach and engagement
- + Complete Capital Campaign feasibility study and case statement, with a permanent office as the central focus

2029

Acceleration

- + Execute the Capital Campaign fundraising strategy
- + Deepen donor and corporate partner engagement
- + Continue scaling advocacy influence through: pulse alerts and business roundtables
- + Reassess digital platforms (GrowthZone and social channels) for alignment with member needs and ROI
- + Sustain 85% average membership retention while achieving annual new member growth targets

2030

Legacy

- + Secure a permanent, high visibility Chamber building
- + Achieve \$250K+ in first year Capital Campaign commitments
- + Evaluate outcomes across: leadership, advocacy, education, promotion, and operational excellence
- + Develop strategic priorities for the next decade of growth based on results and impact achieved

ANNUAL REVIEW: This plan shall be reviewed annually by the Board of Directors at the Annual Strategic Planning Meeting to determine if any changes, modifications, or adjustments are required.

THE BOTTOM LINE: This strategic plan is about positioning the Clay County Chamber of Commerce as a high impact, mission driven organization that leads rather than reacts. Over the next five years, we will strengthen leadership, elevate advocacy, expand education, and aggressively promote our members—ensuring disciplined execution and measurable value for the business community. By 2030, the Clay County Chamber will stand as the undisputed voice of business and a primary catalyst for long term prosperity.