



Strategic Plan Update

2018-2022

2018 - 2022 Strategic Planning Leadership

2017 Chair: Gary Bottoms, The Bottoms Group

2018 Chair: Trey Sanders, Brasfield & Gorrie

2019 Chair: Mitch Rhoden, Futren Hospitality

Strategic Planning Taskforce Co-Chairs:

Cynthia Reichard, Arylessence

Greg Morgan, Mauldin & Jenkins

Consultants: Pendleton Group (Craig Lesser)

Integrity ATL (Johnny Walker)

Staff Lead: Sharon Mason, COO

50 Taskforce Members

(Business, Government & Education Leaders)

Cobb Comparisons



2010

Now

Cobb Job Growth

Approximately 1,000 per year

5,701 in 2016 (22,000+ since
EDGE started)

Jobs Private Investment

\$55 million per year

\$386 million in 2016 (\$2.3
billion since EDGE started)

Millennial Growth

"Cobb not cool for young
professionals"

32% increase in Cumberland since
2010; state's fastest growing

Cobb Unemployment Rate

9.6%

3.6% (*September 2016*)

Building Permit Revenue
(Commercial)

\$1.569 million (*in 2012*)

\$5.456 million (*in 2016*)

Cobb Comparisons



2010

Now

New Class A Office
Towers Being Built

0

5

Cobb Graduation Rate

73.3% for Cobb Schools &
59.2% for Marietta City

83.8% for Cobb Schools &
75.1% for Marietta City

Business & Entrepreneur
Incubator

0

Ignite HQ Launch in partnership
with KSU & Cobb Chamber

Cobb Workforce
Partnership Program

Not established

Established (State Model)

Team Dobbins
Comprehensive Strategy

Not established

Established

Cobb Chamber Comparisons



	2010	Now
Member Retention	67%	79%
Total # of Member Companies	2,125	2,494
Total # of Chairman's Club Companies	183	267
Program Satisfaction Rate (from surveys)	93% (in 2012)	99%
Annual Revenue	\$3.57 million	\$5.2 million
E-communications distribution list	10,723 (in 2013)	15,323
Social Media Total Likes, Followers, etc.	6,451 (in 2013)	13,331
Website Visitors	100,000 per year	446,749 per year

Input from 1,029 Business Leaders



- ✓ Diversity in all aspects
- ✓ 7 different focus groups:
 - Small Business, Young Professionals, Diversity & Inclusion Council, Non-Profits, Volunteers, Chairman's Club and Staff
- ✓ 100+ interviews with economic development partners
- ✓ 5 different member input sessions
- ✓ 3 Strategic Planning Taskforce Meetings with 50 members
- ✓ 2 additional staff input sessions
- ✓ Survey sent to entire membership and beyond
- ✓ 3 Board of Directors meetings for input

Greatest Challenges?



Economy Skilled Labor Force Hiring Transportation
Federal Growing Space Competition
Traffic Congestion Business Qualified Workforce
Finding Resources Growth Real Estate
Qualified Employees Economic Local
Facilities Getting Financial Non-profit Population
Technology Taxes Challenges Regulation

SWOT Analysis



STRENGTHS

- Dedicated **leadership** (staff & volunteers)
- Economic/workforce development growth
- Strong **partnerships**
- Impactful Leadership programs
- Financial stability & **growth**

WEAKNESSES

- **Traffic** congestion & connectivity
- Gaps in workforce / **talent pipeline**
- Quantity of **events** & emails
- **Diversity and inclusion**
- **Facility** - visual & technology

OPPORTUNITIES

- Expand **economic development** momentum
- Expand **advocacy & state-wide partnerships**
- Expand **Cobb Workforce Partnership**
- Focus on **member ROI** & onboarding process
- Expand **Diversity & Inclusion** in all areas
- Evaluate all programs
- Focus on staff **culture** & retention

THREATS

- **Traffic & talent pipeline** impact on job recruitment/retention
- Staff **retention**
- **Saturation** of events
- Potential **BRAC** (Dobbins)
- Housing **affordability**
- **Public safety** retention

Top Focus Area Results

From surveys, focus groups, input sessions & interviews



1. Transportation & Infrastructure Expansions
2. Workforce & Talent Development Program Expansion
3. More ROI for members of all sizes and levels
4. Economic Development expansion in all geographic areas
5. Diversity & Inclusion expansion
6. Increase strategic local, regional and statewide partnerships
7. Upgrade facility & technology
8. Enhanced staff retention and culture focus

Redefining Who We Are & Why



Who We Are:

We are a community of businesses working together to **advance a vibrant economy.**

Why We Do It:

When businesses **thrive**, communities flourish.

Redefining What We Do



Together, with diverse partnerships, we:

- **Attract, recruit and retain** jobs
- **Help** companies start, grow and prosper
- **Advocate & collaborate** to enhance our state's business climate
- **Connect** members to opportunities, networks, and resources
- **Develop** workforce and support education
- **Cultivate** current and future leaders

As a national leader and catalyst
for innovative solutions, we
stimulate businesses and the
community to prosper.

Redefining How We Work (Our Values)



Servant Leadership: *We focus on members' and community needs.*

Integrity: *We are guided by our values and high standards.*

Collaboration: *We achieve more together.*

Inclusiveness: *We welcome and respect everyone.*

Innovation: *We think big and question the status quo.*

Creating a Strong Culture



Vision: Strengthen leadership, ignite passion, increase impact.

“Culture can account for 20-30% of the differential in corporate performance when compared with ‘culturally unremarkable’ competitors.”

-James L. Heskett, Harvard Business Review

- Building & technology
- Best practice studies
- Increase communication, team building & cross-training
- Increase leadership development
- Launch staff mentoring program
- More regional roles & non-profit time allocation
- Stop list/value analysis
- Continuous feedback methods

Attract, Recruit, & Retain Jobs

- **Focus:** Recruitment, Retention, Expansion, Workforce, and Marketing
- Consolidate EDGE/ **Select Cobb** Brands
- **Expand marketing:** international, diversity/inclusion, millennials, regional partnerships
- Engage Cobb **international companies**
- Focus on opportunities of each **geographic area**
- Advocate for more **competitive incentives**
- Add staff resources to support
- Expand **Cobb Workforce Partnership**



Attract, Recruit, & Retain Jobs:

Measurable Goals by 2022



**10,000
new
jobs**



**\$1.5B
new
private
investment**



**10%
project
activity
increase -
all areas**



**Launch
international
strategy**



**Expand
workforce
programs &
partnerships**

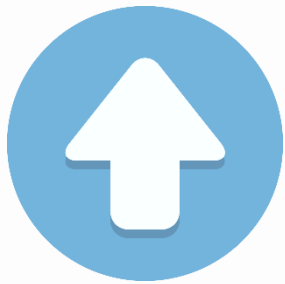
Help Companies Start, Grow & Prosper



- **Increase partnership** with Ignite HQ to expand mentors, marketing, access to venture capital, internship programs, YP connections and incentives
- Enhance **process and incentives** for companies of all sizes to start, grow and expand in Cobb
- **Better communicate** resources & current offerings (county programs, SCORE, etc.)



Connect Members to Opportunities, Networks & Resources:



**2,775
member
companies**



**Retention:
82% overall
& 85%
Chairman's
Club**



**Add & better
communicate
member
value**



**Enhance
member
experience &
onboarding
(95% program
satisfaction)**



**Increase
statewide
partnerships**

Advocate & Collaborate: Enhance Our State's Business Climate



- Increase member and elected official **engagement & communication**
- Increase **local, regional & statewide collaboration and partnerships** on key issues (transportation, workforce development, water, Dobbins)
- Increase business leader presence with **local elected official meetings**
- Advocate for increased economic development **incentives** for entrepreneurs and businesses expanding in Cobb
- Advocate for increased **tourism funding** and later school start date
- Increase **young professional** advocacy involvement
- Expand business support for **public safety** as a year-round effort



Develop workforce and support education



- Expand high-demand career **target industry** programs
- Increase **regional collaboration** and partnerships
- Increase business community **engagement**
- Develop a better process for helping businesses start **apprenticeships**
- Increase businesses involved in **Partners in Education** and all education programs in every geographic area
- Continue supporting **Marietta College & Career Academy**
- Support **Cobb Schools College & Career Academy** with launch.
- **Increase apprenticeships and graduation rates** as a result.

Cultivate Current & Future Leaders

- Continue to increase **alumni engagement** of Leadership Cobb, Honorary Commanders, Cobb Youth Leadership and link more to participation in other areas of our chamber & non-profits
- Increase CYP **mentorship program** number involved and outreach to major companies
- **More young professionals on boards** and committees (ex: Government Affairs Committee, Diversity & Inclusion Council and non-profit community boards)
- Link young professionals back to involvement in other areas of chamber



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