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)
<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cobb Job Growth</td>
<td>Approximately 1,000 per year</td>
<td>5,701 in 2016 (22,000+ since EDGE started)</td>
</tr>
<tr>
<td>Jobs Private Investment</td>
<td>$55 million per year</td>
<td>$386 million in 2016 ($2.3 billion since EDGE started)</td>
</tr>
<tr>
<td>Millennial Growth</td>
<td>&quot;Cobb not cool for young professionals&quot;</td>
<td>32% increase in Cumberland since 2010; state’s fastest growing</td>
</tr>
<tr>
<td>Cobb Unemployment Rate</td>
<td>9.6%</td>
<td>3.6% <em>(September 2016)</em></td>
</tr>
<tr>
<td>Building Permit Revenue (Commercial)</td>
<td>$1.569 million <em>(in 2012)</em></td>
<td>$5.456 million <em>(in 2016)</em></td>
</tr>
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</table>
# Cobb Comparisons

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Class A Office Towers Being Built</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Cobb Graduation Rate</td>
<td>73.3% for Cobb Schools &amp; 59.2% for Marietta City</td>
<td>83.8% for Cobb Schools &amp; 75.1% for Marietta City</td>
</tr>
<tr>
<td>Business &amp; Entrepreneur Incubator</td>
<td>0</td>
<td>Ignite HQ Launch in partnership with KSU &amp; Cobb Chamber</td>
</tr>
<tr>
<td>Cobb Workforce Partnership Program</td>
<td>Not established</td>
<td>Established (State Model)</td>
</tr>
<tr>
<td>Team Dobbins Comprehensive Strategy</td>
<td>Not established</td>
<td>Established</td>
</tr>
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[COBB CHAMBER](cobbchamber.org)
<table>
<thead>
<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Member Retention</td>
<td>67%</td>
<td>79%</td>
</tr>
<tr>
<td>Total # of Member Companies</td>
<td>2,125</td>
<td>2,494</td>
</tr>
<tr>
<td>Total # of Chairman's Club Companies</td>
<td>183</td>
<td>267</td>
</tr>
<tr>
<td>Program Satisfaction Rate (from surveys)</td>
<td>93% (in 2012)</td>
<td>99%</td>
</tr>
<tr>
<td>Annual Revenue</td>
<td>$3.57 million</td>
<td>$5.2 million</td>
</tr>
<tr>
<td>E-communications distribution list</td>
<td>10,723 (in 2013)</td>
<td>15,323</td>
</tr>
<tr>
<td>Social Media Total Likes, Followers, etc.</td>
<td>6,451 (in 2013)</td>
<td>13,331</td>
</tr>
<tr>
<td>Website Visitors</td>
<td>100,000 per year</td>
<td>446,749 per year</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
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<tbody>
<tr>
<td>• Dedicated <strong>leadership</strong> (staff &amp; volunteers)</td>
<td>• <strong>Traffic</strong> congestion &amp; connectivity</td>
</tr>
<tr>
<td>• Economic/workforce development growth</td>
<td>• Gaps in workforce / <strong>talent pipeline</strong></td>
</tr>
<tr>
<td>• Strong <strong>partnerships</strong></td>
<td>• Quantity of <strong>events</strong> &amp; emails</td>
</tr>
<tr>
<td>• Impactful Leadership programs</td>
<td>• <strong>Diversity and inclusion</strong></td>
</tr>
<tr>
<td>• Financial stability &amp; <strong>growth</strong></td>
<td>• <strong>Facility</strong> - visual &amp; technology</td>
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<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
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<tr>
<td>• Expand <strong>economic development</strong> momentum</td>
<td>• <strong>Traffic &amp; talent pipeline</strong> impact on job recruitment/retention</td>
</tr>
<tr>
<td>• Expand <strong>advocacy &amp; state-wide partnerships</strong></td>
<td>• Staff <strong>retention</strong></td>
</tr>
<tr>
<td>• Expand <strong>Cobb Workforce Partnership</strong></td>
<td>• <strong>Saturation</strong> of events</td>
</tr>
<tr>
<td>• Focus on <strong>member ROI</strong> &amp; onboarding process</td>
<td>• Potential <strong>BRAC</strong> (Dobbins)</td>
</tr>
<tr>
<td>• Expand <strong>Diversity &amp; Inclusion</strong> in all areas</td>
<td>• Housing <strong>affordability</strong></td>
</tr>
<tr>
<td>• Evaluate all programs</td>
<td>• <strong>Public safety</strong> retention</td>
</tr>
<tr>
<td>• Focus on staff <strong>culture</strong> &amp; retention</td>
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www.cobbchamber.org
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

www.cobbchamber.org
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

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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**

www.cobbchamber.org
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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