

STRATEGIC PLAN

2027 - 2030



MISSION

To strengthen the Springboro area business environment by connecting local businesses to resources, relationships, and support that drives growth and long-term community prosperity.

Profitability for companies today.
Prosperity for the community tomorrow.

VISION

To make the Springboro area the best place for businesses and people to grow and thrive.

CORE VALUES

Leadership

We provide strategic leadership with operational excellence and innovative approaches to business challenges offering solutions to help them succeed.

Integrity

We are honest, ethical, and transparent in all interactions with our members, investors, and partners while holding ourselves accountable.

Collaboration

We will work with our community partners to support each other by bringing resources to our members and the community collectively.

Advocacy

We listen closely to our investors and partners to understand their needs and priorities and give voice on their behalf.

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Plan on a Page

Our Planning Context:

- 670 members; current retention: 81%
- 580 memberships dropped since 10/1/22 — major recapture opportunity
- 3.75 FTE delivering 57+ events per year — more than any peer chamber, stretching capacity

Strategic Priority 1: Membership Value (Retention)

Why? We believe every member should receive clear, compelling value from their investment in the Chamber so that membership is the obvious choice.

Objectives:

- **Intentional programming:** Events and programs are thoughtfully designed, regularly evaluated, and right-sized based on data and direct member feedback.
- **Aligned investment and benefits:** Our dues and investment structure clearly aligns what members pay with the visibility, benefits, and access they receive.
- **Stronger retention and clear value:** Membership retention increases from 81% to 85%, and members can easily describe the value they get from their Chamber membership.
- **Proactive annual renewals:** Membership renewal becomes a proactive, relationship-based process, with outreach to renewing members to review their value received and share future engagement opportunities.
- **Re-engaged former members:** Former members are actively invited back through targeted marketing and personal outreach, making it easy for them to rejoin and reconnect.

Strategic Priority 2: Build Community

Why? We aim to cultivate an active, inclusive business community where members feel known, connected, and supported—because strong relationships lead to stronger businesses and community.

Objectives:

- **Structured new member onboarding:** Every new member will experience a clear, structured onboarding process that connects them with people, programs, and resources aligned with their interests and goals.
- **Insight into engagement:** The Chamber can readily see who is highly engaged, who may be at risk, and who is disengaged through consistent engagement tracking and scoring.
- **More members actively involved:** At least 20% more members participate in one or more events each year, with clear pathways for involvement—from attendee, to volunteer, to committee member, to Ambassador, and ultimately to Board service.
- **A visible culture of welcome:** Ambassadors and volunteers are a visible, growing force for welcoming, integrating, and supporting members at events and throughout the year.

Strategic Priority 3: Operational Excellence & Financial Strength

Why? We are committed to being a financially strong, professionally staffed, technology-enabled chamber that is built to last and positioned to serve the business community for decades to come.

Objectives:

- **Planned leadership and role continuity:** A clear, documented succession plan is in place for each team role, with up-to-date job descriptions, so institutional knowledge is preserved and staff transitions are smooth and low risk.
- **Right-sized staffing:** Staffing levels are aligned with revenue and organizational needs, ensuring we have the right roles in place to support programs, members, and growth.
- **Intentional pricing and value:** Dues and non-dues revenue pricing are reviewed annually, reflecting our value proposition, membership size, community impact, and event quality—and aligned with the value members receive.
- **Healthy financial growth:** Revenue grows faster than expenses, building financial strength and resilience.
- **Balanced revenue mix:** Dues revenue is maintained at under 35% of total revenue, supported by diversified non-dues revenue streams.
- **Efficient, modern operations:** Technology tools (such as GrowthZone, project management platforms, and AI support) streamline operations and make execution more consistent, efficient, and scalable.



CHAMBER STAFF

Tracy Morgan; President & CEO

Samantha Riggs; Event & Marketing Manager

Lynne Dillon; Member Success Coordinator

Shawna Hatton; Office Manager

SPRINGBORO CHAMBER OF COMMERCE

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