

# Greater Tampa Chamber of Commerce Strategic Plan



## Fourth Quarter Progress Report

<b>Goal 1: Advocate for policies to improve the competitiveness of the Greater Tampa area and state.</b>		
Create a set of policy principles, approved by the Board, that delineate policies the Chamber can advocate for without going to the Board for approval each time they arise.	<b>COMPLETED</b>	Approved by Board in November
Develop policy principles with the input of the Public Policy Committee.	<b>COMPLETED</b>	Approved by Board in November
Continue to serve as community convener with the Policy Council and other Chambers.	<b>COMPLETED*</b>	3rd MOU signed by the Indo-American Chamber in August. The goal for FY2014 is 3. Hosted other business groups and Chamber members for discussion with Transportation For America in December.
Offer member pricing for targeted events to Chambers with whom we have a signed MOU.	<b>COMPLETED</b>	The Chamber's new database (Weblink) has this capability. Member pricing was offered for the Legislative Wrap-Up
Become more active in local and federal legislation and include them in a comprehensive legislative agenda.	<b>COMPLETED*</b>	Completed fly-ins to Tallahassee and Washington, DC and met with delegation members. Visited White House in July. Hosted delegation members at Annual Meeting and Policy Council in October and December.
Create an annual legislative agenda which includes local, state, and federal policy issues.	<b>COMPLETED*</b>	Completed successful 2014 legislative agenda. Board approved 2015 Legislative Agenda in December with further additions coming in early 2015.
Identify 2 to 3 items each year from our legislative agenda as our top priorities and dedicate time and resources to educating our membership on them and advocating strongly for them.	<b>COMPLETED*</b>	The successful legislative agenda included accomplishing transportation and military priorities. Healthcare will continue as a priority in 2015, as well as USF funding, and transportation policy.
Include top priorities in Board presentations.	<b>COMPLETED*</b>	
Charter a caucus to study the issue and create a work plan.	<b>COMPLETED</b>	The Transportation Committee has met monthly since May '14. Committee has established two working subcommittees: Survey and Business Coalition. Transportation Committee also hosted Hillsborough County Manager and HART Executive Director in September.
Create plans of action for health care expansion, TIA's master plan, and veteran residency legislation, including actions such as writing op-eds, targeting legislators for support, and engaging a prosperity leader in each issue.	<b>ON TARGET</b>	Continuing the work on healthcare expansion, event planned for January 2015. Planning additional event on Cuba in 2015 with Rep. Kathy Castor.
<b>Goal 2: Actively advance the Chamber's positions.</b>		
Increase policy communications with members and public.	<b>COMPLETED*</b>	Transportation and Policy emails sent bi-weekly to council members and Executive Committee.

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Publish a quarterly policy newsletter.	<b>COMPLETED*</b>	Newsletters published in Feb., April, May, September. Bi-weekly emails to Policy Council and Transportation Committee.
Employ Votility software to track legislation, house sample member letters, and provide data on member engagement on public policy.	<b>COMPLETED</b>	Launching to members during the week of 3/10/14. 106 members as of December with 11% of members using Votility to contact legislators and the Governor's office.
Engage community business leaders as prosperity leaders, providing them the tools to serves as the Chamber's "face" on a chosen policy issue the Chamber is involved in.	<b>COMPLETED*</b>	First Prosperity Leader op-ed published in the Tampa Tribune on 3/4 on healthcare expansion; multiple letters have gone out under PL names. Healthcare video produced, Cuba op-ed published. Two editorials in support of Greenlight Pinellas written with Tampa Downtown Partnership and South Tampa Chamber.

**Goal 3: Create connections between the business community and our higher educational institutions to keep our local graduates employed in our community.**

Partner with universities to promote internships within business community.	<b>COMPLETED*</b>	Hosted a successful Education Connection kickoff in August with more than 200 attendees. Hosted a successful followup event in September focused on developing corporate/academic partnerships. Hosted a successful IT Roundtable in November.
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**Goal 4: Create a climate for investment in innovation to encourage the growth of all businesses.**

Develop an Innovation series (up to 3 programs) focusing on key areas of innovation, technology and growth to target Startup Scholars and entrepreneurs as well as seasoned business professionals looking to learn more about innovation	<b>COMPLETED</b>	Continuing to integrate Startup Scholars into existing programming. The Scholars provided pitches to attendees at the close of the Chamber's Annual Leadership Retreat. In lieu of the Innovation Series - we created an Education Connection series which reflects the focus of the Innovation Leadership efforts
Ensure that the topics are relevant to entrepreneurs – with diverse offerings/program formats.	<b>COMPLETED*</b>	Accomplished through incorporating relevant topics into other programming - Competitive Edge Series, Pearls Wisdom.
Find an overall Innovation Sponsor.	<b>COMPLETED</b>	2015 Education Connection sponsor - Suncoast Credit Union
Promote attendance of events through the SBOY committee/past winners.	<b>COMPLETED</b>	
Provide logistical support in the development of the Innovation Series.	<b>COMPLETED</b>	Events provided logistical support in developing the Education Connection roundtables.
Promotion of Innovation Series based on topic to specific industries and/or titles, at new member events, New Member Coffee Connection and Member Orientation and through the Ambassador Committee.	<b>COMPLETED</b>	Education Connection roundtables were promoted at the listed events.
Offer Emerge member pricing for Innovation Series.	<b>COMPLETED</b>	The Education Connection series replaced the Innovation Series - the events held in 2014 were free.
Connect Startup Scholars with Partner-level members	<b>COMPLETED*</b>	Startup Scholars participated in the 6/19 After Five and the Chamber's Leadership Retreat

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Develop a network of Chamber members willing to lend their area of expertise to Startup Scholars in accordance with areas identified in the gap/needs analysis	<b>COMPLETED</b>	Three Chamber members provided services to Startup Scholars (A Media Marketing, Haneke Design & Sparxoo)
Help to identify and make asks to companies who are willing to lend expertise. Utilize Ambassador and Membership Committees to help with these efforts.	<b>COMPLETED</b>	Survey to go out to members about their areas of expertise and willingness to help Startup Scholars by 4/18/2014
Work to ensure LTA members are included as a valuable resource.	<b>COMPLETED</b>	A presentation was made to the 2014 LT class (now members of LTA) and information was shared with LTA about providing services to Startup Scholars
Obtain commitments from and track participation of volunteers to gauge their continued level of interest.	<b>COMPLETED*</b>	
Partner with entrepreneurially focused organizations	<b>ON TARGET</b>	Preliminary discussions with The CEO Council and TBTF took place in the 4th quarter to partner on Education Connection.
Partner with Hillsborough County SBDC	<b>COMPLETED*</b>	Included in New Member Orientation, promote information in eView.

**Goal 5: Lead a comprehensive regional transportation plan and solution – land, air, and sea.**

Advocate in support of policy supporting improved transportation.	<b>COMPLETED*</b>	Wrote letter in support of high speed ferry to SWFWMD. Funding for transportation and regulation of ridesharing companies included in the 2015 legislative agenda draft. Two editorials in support of Greenlight Pinellas written with Tampa Downtown Partnership and South Tampa Chamber.
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**Goal 6: Improve quality of life to improve business outcomes**

Continue to work with the City of Tampa, the Downtown Tampa Partnership, and others to identify ways the business community can support downtown redevelopment.	<b>COMPLETED*</b>	Tampa Downtown Partnership pushed out the Chamber's transportation survey, and presented survey results to TDP transportation committee.
Book The Vinik Group first for Circle of Influence, upon his announcement of plans for Channelside.	<b>COMPLETED</b>	Steve Griggs of the Tampa Bay Lightning presented at the December Circle of Influence & Jeff Vinik spoke at Annual Meeting
Continue to identify ways for the business community to support arts & culture	<b>COMPLETED*</b>	Benchmarking Trip included an arts/culture tour.
Include arts and cultural legislative requests in the 2014 legislative agenda.	<b>COMPLETED</b>	The Straz Center, Lowry Park Zoo and Florida Conservation and Technology Center were included in the Chamber's agenda and each received their requested budget items during the legislative session. Additionally, MOSI and the Tampa Bay History Museum also received state funding.
Continue to provide opportunities for the Policy Council to learn about the needs of our cultural institutions through site visits, when appropriate.	<b>COMPLETED*</b>	Policy Council visited the Straz in October and Tampa Theatre in November.
Support a Tampa Bay location for baseball	<b>COMPLETED*</b>	
Include support on the 2014 legislative agenda.	<b>COMPLETED</b>	Included on Legislative Agenda.

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<b>Goal 7: Grow membership by continuing to offer quality programming and events.</b>		
Continue using first year member retention plan – minimum of one touch per month.	<b>COMPLETED*</b>	Ongoing
Marketing events to members based on industry and specific role or title.	<b>COMPLETED*</b>	Ongoing
Identify key accounts and schedule a minimum of 4 monthly one on ones and/or group benefit overviews with members.	<b>COMPLETED</b>	Over 175 member overviews of benefits completed to date (12/31).
Membership Director and Membership Account Executive to attend a minimum of 2 monthly committee meetings of other departments.	<b>COMPLETED*</b>	Ongoing
Publish stories in eView on benefit levels in January & July.	<b>COMPLETED*</b>	Stories published in January and September
Utilize social media (esp. LinkedIn) to educate members and potential members about benefit levels.	<b>COMPLETED*</b>	Ongoing
Ensure that the new database has better instructions for how to apply benefits to events so that members (both Chamber members and leadership program participants) take advantage of them.	<b>COMPLETED</b>	Events associated with member benefits are clearly defined and highlighted on events pages. Continuing to work with vendor on a tracking option
Reiterate membership benefits during Partner and top-tier member reviews.	<b>COMPLETED*</b>	Ongoing
Work with membership to continue converting LTA non-Chamber members on the benefits of being a Chamber member.	<b>COMPLETED*</b>	Director of Investor Relations (RV) is working with them on a regular basis, through 4th quarter - 15 new members from LTA
Align programming with strategic objectives, ensure there is cross pollination between all programs and departments	<b>COMPLETED*</b>	Ongoing
Work with other departments to ensure that programs align with key initiatives and to increase collaboration between departments.	<b>COMPLETED*</b>	Joint Business After Hours/Emerge event in December
Continue to strategically look for ways to increase the reach of our military programming.	<b>COMPLETED*</b>	Chamber members participated in the US Chamber's "Hiring our Heroes". The Chamber was named a 3-star Chamber of Valor by the US Chamber, the highest level of recognition for military support. Had first Veterans Networking event in October.
Identify other community organizations to partner with when appropriate on events and other efforts of the Military Council.	<b>COMPLETED</b>	Provided administrative support to Airfest for contributions. The Chamber also promotes military events when suggested by members of the Military Council. Worked with City, County, Tampa Downtown Partnership, and South Tampa Chamber on Veterans Day Remembrance.
Make one Business After Hours military-themed and another Business After Hours defense-themed.	<b>COMPLETED*</b>	Veterans networking event held in October
Engage young military veterans in the Emerge program.	<b>ON TARGET</b>	We are in active discussions with the 6th to recruit additional Emerge members.

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<b>Goal 8: Enhance the Chamber's revenue</b>		
Grow the net membership in terms of total number of members and total dues investment.	<b>COMPLETED*</b>	Sales & actual P&L performance above budget - 187 new members, 30 upgrades through September
Reach 2014 new membership revenue sales goal of \$271,500.	<b>COMPLETED</b>	Ahead of sales goal for 3rd quarter, YTD is \$315,897
Identify and focus on potential upgrades specifically for FITs One to Two and Two to Three.	<b>COMPLETED*</b>	Target focus of membership meetings on a monthly basis, 30 upgrades completed in the first nine months of 2014
Spend time on identifying quality potential FIT Twos, Threes and Fours.	<b>COMPLETED*</b>	Monthly review of possible new & upgrades with staff & Membership Committee, 212 new members in 2014
Utilize membership to identify and assist with introductions and asks.	<b>COMPLETED*</b>	20 members led to 39 new/upgraded members
Actively promote to FIT One members the new benefit of admission to two Competitive Edge Series events.	<b>COMPLETED*</b>	This is being done monthly
Membership Account Executive to attend a minimum of 3 monthly community association and organization events to recruit new members.	<b>COMPLETED*</b>	Ongoing
Implement and track internal referral program.	<b>COMPLETED*</b>	6 referrals YTD (as of 9/30), 4 included incentives
More outreach to non-members who have attended Chamber events by collecting business cards after every major event.	<b>COMPLETED*</b>	Director of Investor Relations (RV) reaches out after each event
Enhance retention plan to include special quarterly first year member email to include a recap of events, Chamber initiatives, etc. – include photos.	<b>COMPLETED</b>	Monthly information as part of retention plan
Tactic: Aggressively market advertising opportunities through electronic communications, social media and direct contact.	<b>COMPLETED*</b>	Very successful enhanced logo push, regular inclusion of advertising information in eView including increased website advertising opportunities
Office Depot Affinity Program – work with Office Depot representative to identify key accounts. Promotion of the Office Depot program and store purchasing card via eView, Emerge and LTA newsletters, email blasts and/or a postcard mailer. Office Depot as Member Orientation sponsor.	<b>COMPLETED*</b>	Program continues to save members money and increase the Chamber's non-dues revenue
Increase the sales of Chamber advertising opportunity via print or online. Investigate the feasibility of selling advertising in the Emerge e-newsletter & Public Policy e-newsletters	<b>ON TARGET</b>	3 of 6 ad placements on the website homepage sold prior to the close of 2014

<b>Goal 9: Position the Chamber for long-term success.</b>		
Increase the revenue budget to at least \$3.4 million.	<b>COMPLETED</b>	Projected revenue for FY2014 is \$3.34 million (\$138,000 over budget)
Utilize the annual budget as a minimum standard not a goal.	<b>COMPLETED*</b>	Currently operating ahead of budget. Projecting FY2014 to be above target.
Strategy: Continue a culture of accountability at all staff levels and among volunteers.	<b>COMPLETED*</b>	All staff training scheduled/collaboration budget completed. Will be presented to the Board for approval November 2014
Annual strategy maps for all employees	<b>COMPLETED*</b>	Date and location secured (4th quarter)
Review and update Committee Chair and committee member job descriptions annually or as necessary.	<b>COMPLETED*</b>	
Enhance internal staff collaboration/communication.	<b>COMPLETED*</b>	Regular & impromptu meetings
Monthly staff meetings	<b>COMPLETED*</b>	

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Quarterly staff luncheons	COMPLETED*	
Annual staff retreat	COMPLETED*	

**Goal 10: Maintain the Chamber's position as the 'Voice of Business' for Hillsborough County.**

Continue to be the sought-after thought leader on business issues.	COMPLETED*	Chamber had editorials published in both papers in support of Greenlight Pinellas, co-written with Tampa Downtown Partnership and South Tampa Chamber. Chamber also issued editorials in support of Tampa-area legislative items, which were responded to by Florida Tax Watch. The Chamber was also contacted several times for quotes on Cuba and the potential for trade opportunities.
Develop an overall communications calendar based on strategic plan objectives and current business needs	COMPLETED*	
Increase the amount of general business information shared on social media.	COMPLETED*	
Develop a social media strategy to share with staff on the relevance & frequency of postings	COMPLETED*	
Include "Leaders in Action" stories from LTA in eView quarterly when they make positive impact in the community.	COMPLETED*	
Include Emerge positive impact stories in eView quarterly.	COMPLETED*	
Utilize the "Prosperity Leaders" (referenced under Goal #2) to write op-ed articles	BELOW TARGET/ DELAYED	First op-ed published in the Tampa Tribune on 3/4. Other op-eds have been published by Chamber leaders (Chair & President) however Prosperity Leaders will be utilized more in the future.
Increase awareness of Chamber offerings, role, and impact in the community.	COMPLETED*	Utilizing WFLA spots -October - Transportation/Greenlight Pinellas, November - Leadership Tampa, December - Annual Meeting
Incorporate member testimonials in eView/social media bi-weekly.	COMPLETED*	Member testimonials (by way of the #MYB campaign) have been included in eView and on social media bi-weekly. The format has been re-designed to allow for quick placement on all platforms.
Increase the number of website testimonials to 20.	COMPLETED*	
Increase the number of MYB testimonials to 30.	COMPLETED*	Currently at 32 #MYB profiles
Include Emerge, LT and LTA member testimonials and content/information on the website or in other media, particularly when there is value and a connection to the Chamber's leadership journey.	COMPLETED*	Continuing to publish the LT class blogs in eView and Leadership Program information as appropriate

**Goal 11: Become recognized as the local resource for international business information and services and foster global trade.**

*\*All items under Goal 11 were completed by Quarter 2 and will be continued in the 2015 work plan.*

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