

## **2017 Program of Work**

***Mission: Strengthen, promote and serve the business community.***

***Vision: A world class Chamber providing community leadership and innovation.***

***Values: Member focused, integrity, innovation, and collaboration.***

***The Voice of Business:*** advancing business interests and the community by actively advocating for pro-business, pro-jobs, pro-growth public policy at the local, state and federal levels

Business Advocacy – influence, relationships, member involvement, collaboration, and representation.

a. Issues Management

- Continue to increase partnerships and joint efforts with local organizations that represent industry and other job creators; hold quarterly meetings.
- Extend the successful “Transportation Model” of stakeholder partnership ballot measure and issue endorsements to other priority policy areas.
- Monitor, vet and develop positions on relevant issues with input from any or all of Chamber members, Chamber leadership, stakeholder partners or staff. Gather input from top leaders such as the CEO Roundtable as needed.
- Send comprehensive or specific-issue electronic surveys to members as necessary at all levels of government annually.
- Develop, publish and disseminate formal policy agendas at the local and federal level
- Increase number of Grassroots Action Alerts to 20 in 2017 and increase Action Alert participation by 50%. Work with Communications and Public Relations to promote participation and awareness per the Communications and Media Plan, including follow-up diagnostics.
- Update LubbockBusinessVotes.com and publish Government and Legislative Affairs News Clips E-bulletin (GLANCE) weekly. Work with Communications and Public Relations to increase distribution to entire membership. Work with Business Development to make GLANCE a source of ad sales revenue.
- Meet or visit with district staff for all legislators monthly at minimum and with Capitol staff and local Legislators quarterly at minimum; meet with local officials regularly and maintain relationships with key city staff; include key city staff on appropriate committees or task forces.
- Promote voter registration.
- Monitor agendas and attend semi-monthly City Council Meetings and Work Sessions and County Commissioners’ Court Meetings as needed.

- Host at minimum one Congressional Round Table and one Congressional Site Visit to a member business.
  - Work with U.S. Chamber or Texas Association of Business on issues related efforts.
- b. Government Relations
- Government Relations Committee: increase diversity and profile of committee of at least 20 to meet monthly for issue briefings and discussion. Determine topics, speakers and scope of events in order to provide optimal opportunities for advocacy, access and influence. Events to include (see Business Support: Programs, Services and Events for details):
    - Legislative Appreciation Luncheon, during a legislative recess
    - Legislative Forum
    - Candidate Forums: Televised and as needed
    - Candidate School
    - Candidate Surveys: Issue to all local candidates for policy-making seats
    - City Council Reception: June
    - State of the Texas Tech System Luncheon: September
    - Host Lubbock Day in Austin, February 21-22 with 100 in attendance.
- c. Transportation:
- Transportation Committee: Bring together a diverse group of minimum 20 stakeholders and leaders monthly to help influence Lubbock’s multi-modal transportation infrastructure.
  - Ensure Imagine Lubbock Together Mobility key elements progress, with a special focus on alternative transportation such as bicycle lanes, transit or other infrastructure. Ensure Gateway Fund is dedicated to intended purpose of new or expanded thoroughfares.
  - Partner with organizations and agencies such as Ports-to-Plains, MoveTexasForward, Texas Department of Transportation and the Lubbock Metropolitan Planning Organization (MPO).
  - Attend monthly MPO meetings as needed.
- d. Agriculture & Natural Resources
- Agriculture & Natural Resources Committee: Bring together a diverse group of minimum 20 stakeholders and leaders monthly to keep abreast of developments and opportunities to create awareness and advocate for agriculture.
  - Address issues not limited to agriculture but including water conservation or other peripheral issues; present a business with the Water-Smart Award quarterly.
  - Advocate for positive public policy and create awareness in the business community of the importance of agriculture to Lubbock’s economy.
  - Determine topics, speakers and scope of events in order to provide optimal opportunities for advocacy and agricultural awareness.

- National Ag Day Salute to Ag Luncheon: March 21
  - Harvest Luncheon: October 18
  - Update LubbockAg.com monthly at minimum. Work with Business Development to target agribusiness or peripheral industries for potential banner ad opportunities.
  - Increase social media coverage of factual and policy-oriented agricultural information in order to grow awareness with non-agricultural audiences
  - Partner with organizations such as Plains Cotton Growers, Plains Cotton Cooperative Association, Texas Corn Producers and National Sorghum Producers as well as the Southwest Council of Agribusiness.
- e. Lubbock Chamber PAC
- Ensure that semi-annual PAC disclosures to the Texas Ethics Commission (TEC) and other TEC requirements are met in a timely manner.
  - Meet quarterly with PAC Board to keep leadership abreast of current or future issues/opportunities.
  - Maintain member opt-in contributions at \$32,000 while developing a direct fundraising database and strategy for specific issue-related expenditures that could arise, aside from budgeted non-political expenditures of \$3,000.

Growth: promoting growth strategies that benefit Lubbock.

Community Development – Involve citizens and professionals to improve the Lubbock community.

- a. Imagine Lubbock Together (ILT)
  - Champion the plan: Maintain a diverse cadre of action-oriented community leaders and influentials to meet monthly as the ILT Steering Committee and lead various portions of the 8 Key Element Areas. Keep abreast of opportunities and challenges in each area and discuss solutions and ideas.
  - Connect key players to the plan: Work with community leaders as well as external task forces and committees on the 8 Key Element Areas. Ensure the Chamber Transportation and Downtown Development Committees are on path to achieve goals in corresponding Key Element Areas.
  - Communicate to various support groups about the plan: regularly update and promote Progress Dashboards for the 8 Key Element Areas utilizing traditional and social media. Provide information and encourage community engagement.
- b. Leadership Lubbock
  - Increase the annual applicant pool by 5%. Evaluate new/additional programs to advertise the program and create a pamphlet to distribute at events leading up to the application process. Allocate \$1500 for paid advertising for recruitment and work with Communications and Media Relations to maintain earned media opportunities.
  - Update Class Day Topics: Meet with committee members and utilize input, as well as the three pressing issues provided by the applicants during the application process. An updated list of 2018 topics will be completed by the third quarter of 2017.
  - Ensure that a steering committee comprised of Leadership Lubbock graduates meet monthly to coordinate program class days.
  - Evaluate the leadership component in the middle of every class year: Survey the current class in July to determine if the program was beneficial to the class. Consider an alternate component if class response dips below 75% approval.
- c. Young Professionals of Lubbock (YPL)
  - Increase awareness of community service opportunities by providing information and connecting YPL members to the Chamber of Commerce and local organizations such as the Volunteer Center of Lubbock.
  - Provide Educational opportunities: Host Lunch and Learn seminars 6 times per year. 20 to 30 attendees at minimum at each session.
  - Make YPL Known: Provide incentives to our Street Team for tagging YPL (#YPLubbock) in tweets, posts, and mentions. Every year, two members with the

- most #YPLubbock tags will be awarded a gift card/certificate for their efforts at the December First Monday networking.
- Explore the feasibility of a future non-dues generating event. Consider implementation for 2017 if determined feasible.
  - Increase YPL Membership: increase YPL membership by 10% (375 by the end of 2017) by conducting membership drives with current and active YPL members. Members will compete against each other to bring in new YPL members.
  - Twenty Under Forty Awards process and celebration: November (see Business Support; Program Services and Events for details)
- d. Young Entrepreneur's Academy (YEA)
- Involve the Lubbock Chamber of Commerce Membership: Maintain a committee of 8-10 members who have an interest in entrepreneurship recruitment.
  - Connect LCOC member business with YEA: Have a reception/orientation to introduce the entrepreneurs/YEA program to chamber members with 50% of the Chamber of Commerce Board and 75% of local school districts in attendance in February 2017.
  - Determine the path for 2017/2018 and evaluate 2016/2017 measures/accomplishments.
  - Recruitment efforts for 2017-2018 year will begin in February 2017.
  - Recruit 20-24 students for the 2017-2018 year.
- e. Workforce Development
- Increase the role and involvement of the CEO Roundtable as a think-tank to help identify future workforce requirements and coordinate with local school systems to satisfy future needs.
  - Partner with education and workforce collaborative efforts with Workforce Solutions and Lubbock Economic Development Alliance (LEDA) to achieve goals.
  - Education Luncheon: (see Business Support: Programs, Services and Events for details).
- f. Economic Development Support
- Continue to improve partnership and assist as called upon with LEDA goals.
  - Help identify opportunities for partnerships with Market Lubbock and Visit Lubbock.
  - Monitor legislative or other policy developments at the local, state and federal levels that could affect the efforts of LEDA, Market Lubbock and Visit Lubbock.
- g. Diversity and Inclusion
- Promote diversity and inclusion in the Lubbock business community. Identify and cultivate strong, positive relationships with minority and other businesses/organizations in order to foster a resilient and unified approach to best meet future challenges and opportunities.

- Incorporate information from minority, women or veteran-owned business questionnaire via Chamber membership applications and verification forms. Information will be entered into the Chamber's database.
- Hold Diversity and Inclusion Roundtable meetings to stay abreast of potential challenges or opportunities. Coordinate and cooperate with City of Lubbock's Community Engagement Task Force efforts.
- Strengthen the inclusion diversity and unity of the community and form vital coalitions in order to best respond to potential crises. Draft a crisis response plan by the end of the fourth quarter. Complete a crisis response plan by the end of 2017.
- Plan a Diversity and Inclusion Summit to be held in the 3<sup>rd</sup> Quarter (see Business Support: Programs, Services and Events for details).

Communications: delivering the best possible information exchange system and technology for connecting people and businesses.

Communications and Public Relations – strategically develop communications and messaging opportunities that engage members and improves awareness of the Chamber and its successes.

a. Media and Communications Plan

- Strategically develop a plan to utilize all vehicles in which to communicate and exchange information: monitor, evaluate, and enhance the content and format of membership communication tools and continue to conduct quarterly reviews which include:
  - Social Media
    - Facebook: evaluate analytics
    - Twitter: evaluate mentions, retweets, favorites
    - LinkedIn: evaluate analytics
    - YouTube: evaluate views
  - Blog
    - Evaluate hits
  - Broadcast Emails
    - Evaluate open rates
  - Electronic Publications
    - Evaluate open rates
  - Chamber Websites including: LubbockChamber.com, LubbockBusinessVotes.com, LubbockAg.com, YPLubbock.org
  - Text Messages
    - Evaluate opt-outs
  - Directory
- Review media and communications plan throughout the year to fit the needs of getting the Chamber’s messages out.

b. Message Development and Promotion

- Continue to meet with divisions to develop the best messages and vehicles in which to promote events and inform members of business advocacy and maintain a family resemblance and consistency.
  - Work with the Programs, Services and Events division to give input on surveys conducted after events to analyze how messages and promotion were received.
  - Meet with divisions at conclusion of events to analyze message and promotion for effectiveness after the results from surveys are evaluated.
  - In January 2017, meet with the Chamber staff and examine whether or not we need a new Lubbock Chamber of Commerce logo, revamp the current Chamber logo or continue using the current Chamber logo. The logo or portions of the logo

then can be used among all divisions and events so that there is a Chamber presence in each design to satisfy goals for a “family resemblance.”

c. Public Relations and Community Engagement

- Maintain regular communications and continue to build relations with members of the media.
  - Provide news releases and media advisories on the Chamber’s successes and events.
    - Every event will have news releases/media advisories
  - Keep utilizing earned media while exploring and incorporating new ways for more earned media. Work with the Membership and Investor Relations staff to utilize Chamber members in these media avenues.
    - West Texas Today (950AM)
    - Weekly or monthly segment with a local TV station
  - Letters to the Editor/Op Eds--submit six Letters to the Editor/Op Eds per year.
- Provide members with tools that are useful for their business such as videos and articles with focus on Chamber member testimonials.
  - Continue to produce videos that highlight our members through “Member Focus” and shared via social media, website and electronically. Also use member testimonials in our newsletter.
  - Continue to provide business educational articles and tools that can benefit businesses.



Business Support: providing services, opportunities, and advantages for business.

Programs, services and events – building success through promoting and serving the business community and provide opportunities to encourage relationship building through programing and networking.

- a. Exceptional member experiences: BBQ, Expo, Golf, Prayer Lunch, Wine Festival, Annual Meeting, lunches, BAH, etc.
  - Increase revenue and decreased expenses to increase net event income by 4%.
  - Improve member participation through sponsorships or volunteer participation to help in retaining members.
  - Improve member awareness of each event.
    - Salute to Ag Luncheon (March 21) - Logistics Only
      - Net Revenues: \$10,000
      - Attendance: 250
    - Business Expo (May 11)
      - Net Revenues: \$84,000
      - Exhibitors: 205
      - Seminars: 4
    - Prayer Luncheon (May 4)
      - Net Revenues: \$15,600
      - Attendance: 500
    - Golf Classic (July 24)
      - Net Revenues: \$56,000
    - TTU Kick-Off Breakfast (August 30)
      - Net Revenues: \$17,600
      - Attendance: 525
    - Education Luncheon (August 9) - Logistics Only
      - Net Revenues: \$2,080
      - Attendance: 185
    - Hub City BBQ (September 21)
      - Net Revenue: \$93,600
      - Teams: 110
    - Hispanic Heritage Luncheon (October 11)
      - Net Revenues: \$7,000
      - Attendance: 312
    - Wine Festival (April 28)
      - Net Revenues: \$20,000
      - Exhibitors: 45
      - Attendance: 2250

- Legislative Appreciation Lunch (Varies) - Logistics Only
    - Net Revenues: \$5,700
    - Attendance: 230
  - Harvest Luncheon (October 18) - Logistics Only
    - Net Revenues: \$12,480
    - Attendance: 265
  - Annual Membership Meeting (November 30)
    - Net Revenues: \$19,760
    - Attendance: 540
  - Business After Hours (Bi-Monthly)
    - Net Revenues: \$20,900
    - Attendance: Increase member participation in BAH by 4%
  - Young Professionals FTN - Logistics Only
    - Net Revenues: \$4,500
    - Attendance: Increase member participation in FTN by 4%
  - Chamber Basics (Quarterly)
    - Net Revenues: \$500
    - Attendance: Increase member participation in Chamber Basics by 4%
  - Chamber University (Quarterly)
    - Net Revenues: \$11,700
    - Attendance: Increase member participation by 25%
    - Number of seminars: 5
  - Legislative Forum (timing varies) - Logistics Only
    - Net Revenues: \$10,900
    - Attendance: 200
- b. Business Education: Chamber University
- Increase revenue for Chamber University by 25%.
  - Improve attendance at each session by 25%.
  - Improve member awareness and partnerships for each session.
  - Evaluate new and additional sessions that bring value to the member.
- c. Entrepreneurship
- Continue to evaluate the opportunity of an Entrepreneurship recognition program/event.
- d. TRC-sponsor fulfillment + event logistics
- Ensure event checklist is used on a consistent basis. Review and update list as needed to ensure ease of planning and communications efforts.
  - Thank each sponsor within one month after the end of the TRC.

World Class Chamber: maintaining the highest standards of Chamber excellence to carry out the mission and vision.

Chamber services and member engagement – ensuring revenue diversification, sound fiduciary management, and a professional staff to support our membership, board and volunteers.

- a. Business development: recruitment, affinity programs, ad sales, TRC support.
  - Recruitment: Increase membership revenue by a minimum of \$6750 (18 members) monthly.
    - Examine past history of membership totals per year and revise annual goals as necessary. Report specific membership statistics and successes to the Board during quarterly work sessions and post on website/social media.
    - Identify what segment of Lubbock businesses are not members and conduct an event to encourage their membership.
  - Ad Sales: Increase non-dues revenue by a minimum of \$90,000.
    - Examine past history of totals per year and revise goals as necessary. Report specific statistics and successes to the Board during quarterly work sessions and post on website/social media.
  - Affinity Programs: Research and evaluate creative and effective affinity programs to enhance the overall membership experience to enhance the retention rate as well as increase non-dues revenue.
  - TRC Support: Thank each new member sold through the TRC within one month of sale.
- b. Member relations: retention, renewals, investor relations, Ambassadors, TRC support.
  - Retention: Enhance Member Retention program calling on each member and retain a minimum of 87%.
  - Renewal: Identify and track members that are 60 days past due on a monthly basis and contact each one to help retain their membership.
  - Investor relations: Research, create and implement a Top 25 Investor Relations Program in 2017.
  - Ambassadors: Continue to enhance the Ambassador program maintaining positive relationships while enhancing member experience.
  - TRC Support: Thank each new member sold through the TRC within one month of sale and begin the retention program.
- c. Operations: governance, finance, TRC, office management, staffing, Foundation, awards of excellence
  - Governance: Review and update the Personnel Policy, Bylaws, Financial and Governance Policies.

- Plan and conduct quarterly Board work sessions to fully engage our strategic plan and each Division's program of work. Include Division financial reports in the work sessions.
- Finance: Ensure successful revenue diversification for the organization and that fiduciary management is maintained effectively to provide long-term sustainability.
  - Ensure fundraising process is clearly delineated among Chamber programs.
- Total Resource Campaign (TRC): Plan and execute the TRC to increase membership sales, sponsorship, advertising opportunities, and generation of non-dues income.
  - Evaluate TRC software, determining the ease of use and the effectiveness of the program.
  - Create an overall positive experience for the volunteers and sponsors in order to increase overall retention.
- Staffing and Office Management: Promote and provide professional and efficient administration support to the Lubbock Chamber of Commerce membership, Board, volunteers and staff while improving, promoting and implementing sound business practices.
  - Provide professional development and education for each staff member.
  - Reorganize and restructure the Chamber staff to enhance service to members, financial stability and operations
- Foundation: Create a separate Board to handle Foundation operations and activities.
- Awards of Excellence: Evaluate programs in order to compete for annual award through the U.S. Chamber of Commerce, Association of Chamber of Commerce Executives (ACCE), and Texas Chamber of Commerce Executives (TCCE).
  - Complete ACCE Operations survey in 2017 and be prepared to compete for the 2017 Chamber of the Year.