



## 2017-20 Strategic Plan

### Mission:

The mission of the South Tampa Chamber of Commerce is to provide a forum which connects members, enhances commerce and enriches the South Tampa community.

### Vision:

Making South Tampa the best place to live, work and play.

### Values:

1. **Members First** – *Member satisfaction is our #1 priority.*
2. **Community** – *We are a trusted and informed resource for the businesses and residents of South Tampa.*
3. **Advocacy** – *We represent the interests of our membership in order to support and stimulate economic growth and a high quality of life.*
4. **Integrity** – *We take our member investment seriously while operating honestly and ethically.*
5. **Inclusive** – *We offer an environment where all feel welcome.*

### Pillars:

1. **Member Focused**
2. **Promote Local Commerce**
3. **Building a Better Community**
4. **Organizational Excellence**

## I. Member Focused

*Attract new members and increase existing member involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.*

### A. Goal: Consistent Membership Growth

**Objective:** Grow membership through the recruitment of new members and increased retention of existing members.

**Action Steps:**

- i. Set measurable and realistic goals for new member recruitment.
  - a. Implement tracking and follow up of prospective members.
- ii. Encourage more diverse participation in the Chamber to reflect the demographics of our region.
  - a. Diversify business categories.
  - b. Identify geographic areas with high potential (ex. Very few members on Davis Island, South of Gandy Blvd, etc).

### B. Goal: Increase Membership Retention

**Objective:** Increase overall member retention to 88% or higher = top 10% of chambers.

**Action Steps:**

- i. Identify “Best Practices” of successful chambers.
  - a. Strive to provide excellent service, exceed member expectations and be proactive on all customer service items (staff, leadership & volunteers).
- ii. Redevelop new member programming and printed collateral.
  - a. Create new member checklist.
  - b. Implement a more interactive and engaging orientation program.
  - c. Create industry specific educational tools for members to utilize their Chamber membership.
- iii. Increase member engagement.
  - a. Further develop member retention program with increased “touches” by staff, Board and Ambassadors.
  - b. Increase employee participation of individual businesses.

- iv. Identify and emphasize benefits for members who do not attend events.
  - a. Explore use of social media or other tools to enhance online programming and connections.
- v. Develop Ambassador Program to fullest extent possible.
  - a. Streamline Ambassador selection, training and retention.

**C. Goal: Improve Chamber Programming**

**Objective:** Enhance the value of membership and offer programs, activities and services to exceed the expectations of our Members.

**Action Steps:**

- i. Evaluate Quality – vs – Quantity of events.
  - a. Audit events annually to determine relevance and ways they can be enhanced - What events are we hosting & why?
  - b. Develop a defined process and criteria to be used when considering new programs.
  - c. Identify other community organizations and potential collaboration opportunities.
- ii. Identify ways to build networks of likeminded members.
  - a. Create programming for targeted groups that will grow and retain specific segments of the membership (ex. women, young professionals, and industries).
- iii. Explore the creation of Leadership South Tampa Program.
  - a. Equip members to become involved in economic, government and social issues that impact the future of our community.

## II. Promote Local Commerce

*Develop and implement resources and programs to help businesses in South Tampa succeed.*

### A. Goal: Become a “one-stop-shop” for small business resources

**Objective:** Increase the level of awareness of programs and resources for small businesses.

**Action Steps:**

- i. Increase participation of member businesses in Annual Business of the Year Award program.
- ii. Strengthen relationships with SBDC, SCORE, CareerSource and local universities to provide opportunities for services and mentorship of existing and potential business owners.
- iii. Identify new resources and partnerships.

### B. Goal: Expand #RememberAMember program

**Objective:** Increase the visibility of our members in the Tampa Bay area.

**Action Steps:**

- i. Grow the Business Expo to help promote and market our member businesses and their services.
- ii. Launch social media #RememberAMember campaign.
- iii. Increase member usage of online marketing tools such as “Hot Deals.”

### C. Goal: Increase scope of annual Small Business Saturday campaign

**Objective:** To increase the community’s level of awareness of the importance and contribution of small businesses in the region.

**Action Steps:**

- i. Develop a communications strategy including member and public awareness of shopping holiday and programs.

### **III. Building a Better Community**

*To be a trusted and informed resource for businesses and residents in South Tampa.*

#### **A. Goal: Increase Advocacy Efforts**

**Objective:** Represent the interests of the general membership at all levels of government in order to stimulate economic growth and a high quality of life.

**Action Steps:**

- i. Enhance the value of participation with the Economic and Community Development Committee.
  - a. Develop mission statement and purpose for the Committee with measurable goals and an annual program of work.
  - b. Create a filter and internal policies for issues to be brought to the Board using the Committee.
- ii. Develop an Annual Public Policy agenda of the Chamber and advocate for key issues.
  - a. Identify short-term and long-term key issues to make the South Tampa community more attractive and competitive.
  - b. Create a set of policy principals, approved by the Board, that delineate policies the Chamber can advocate for without requiring board approval each time they arise.
  - c. Effectively communicate the Chamber's positions on issues and publicize success.
  - d. Mobilize member "grassroots" efforts to assist in passage (or defeat) of critical issues.
  - e. Identify and collaborate with other chambers and community organizations engaged in local, regional and state issues impacting our members.
- iii. Expand involvement and knowledge of Florida and US Chambers of Commerce.
  - a. Participate in Florida Chamber's Annual "Chamber Days Program" at the State Capital (or similar program).

**B. Goal: Develop purpose and mission of the Education Committee**

**Objective:** Enhance the value of participation with the Education Committee in order to have a larger impact in our local community.

**Action Steps:**

- i. Set clear and measurable goals for the Committee.
- ii. Expand Annual Scholarship Program.
- iii. Increase participation in Great American Teach-In.
- iv. Engage Hillsborough County School Board and administration.
- v. Strengthen relationships with local universities.

**C. Goal: Develop purpose and mission of the Military Affairs Committee**

**Objective:** Enhance the value of participation with the Military Affairs Committee in order to have a larger impact on the local military community.

**Action Steps:**

- i. Establish a primary focus for the Committee with clear and measurable goals.
- ii. Increase participation in member military discount program (Hot Deals on [www.TampaMilitaryDiscounts.com](http://www.TampaMilitaryDiscounts.com)).
- iii. Educate members and general population on the importance of MacDill Air Force Base for our community (appreciation, economic impact, etc.).
- iv. Seek out new and strengthen current partnerships opportunities with other chambers and organizations.

## IV. Organizational Excellence

*Evaluate and strengthen the Chamber's internal practices to ensure long-term and sustainable success.*

### A. Goal: Effectively tell our story

**Objective:** Increase awareness of the Chamber as the business voice of the South Tampa community.

**Action Steps:**

- i. Review and revamp all Chamber communications and marketing materials with an emphasis on brand consistency and awareness.
- ii. Continue to make the Chamber website a valuable resource for member and community information.
- iii. Increase social media presence and followers in order to reach a larger audience.
- iv. Create and distribute Annual Report on the State of the Chamber.
- v. Strengthen media relations.

### B. Goal: FACP Chamber Certification (Florida Association of Chamber Professionals)

**Objective:** To achieve 86+ points and be recognized as a FACP Certified+ Chamber.

**Action Steps:**

- i. Apply for certification in June 2017

*The Certified Chamber of Commerce Program promotes public awareness of the intent of the chamber of commerce brand as a non-profit community development based business membership organization by providing a peer review process of generally accepted chamber of commerce organizational benchmarks.*

### **C. Goal: CEO Chamber Certifications**

**Objective:** Chamber CEO to become FCCP Certified.

**Action Steps:**

- i. Apply for FCCP (FACP Certified Chamber Professional) designation when eligible.

*Any Florida Chamber Executive with a minimum of five (5) years of experience in Chamber management is eligible to apply for the designation. They must be currently employed in a senior-level chamber management position. In order to be considered a senior level manager, the applicant must manage a staff, a budget, programs, and have direct contact with the board.*

*FACP emphasizes professional development for the Certified Chamber Professional. In order to qualify for the essay and ensure that the candidate is exposed to the various aspects of Chamber Management, practitioners will be expected to attend Chamber based programming. By attending programming the candidate will be awarded points as outlined in the FCCP Application. A minimum of 12 points is required to proceed.*

- ii. CEO to work with Executive Committee to identify any additional and appropriate opportunities.

### **D. Goal: Increase non-dues revenue**

**Objective:** To ensure organization sustainability through additional revenue sources.

**Action Steps:**

- i. Expand and promote Digital Advertising & Marketing opportunities.
- ii. Enhance Chairman's Club Membership Levels.
- iii. Grow event sponsorships for signature events (BOTY, Taste, Expo, Golf)
  - a. Increase engagement of sponsors and ensure expectations are met.
- iv. Explore additional grant opportunities.

### **E. Goal: Improve Chamber Communication**

**Objective:** To deliver clear and pertinent information to our members through various and preferred methods of communication.

**Action Steps:**

- i. Review and streamline Chamber communications.
- ii. Explore new technology including aps and text messaging services.



**F. Goal: Leadership Succession Planning**

**Objective:** Develop a process to identify, recruit and educate new board members and volunteers to ensure the future growth and success of the chamber.

**Action Steps:**

- i. Develop the next generation of community and business leaders.
  - a. Create program of work for the Leadership Development Committee.
- ii. Create or update handbooks and training materials for Committees and Board.
  - a. Create job descriptions for all leadership and volunteer positions.
- iii. Implement volunteer recognition and appreciation program.

**G. Goal: Increase consistency in staff recruitment, training and retention.**

**Objective:** To develop and retain a skilled and versatile staff that effectively delivers on the Chambers program of work.

**Action Steps:**

- i. Define where we want to be in 1, 3, and 5 years.
- ii. Budget appropriate funds for new staff, training and continuing education.
- iii. Annual evaluation of staff job descriptions and how they align with the Chamber’s current program of work.

**H. Goal: Internal Documentation**

**Objective: Review and update internal documentation as needed.**

**Action Steps:**

- i. Update Employee Handbook and Policies and Procedures manual annually.
- ii. Create Emergency Contingency Plan.

Approved on November 14, 2016

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Chairman, Bill Yanger

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Chair-Elect, Mike Jenkins

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Treasurer, Dan Kelly

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Recording Secretary, Ed Siler