

Greater Tampa Chamber of Commerce Strategic Plan



First Quarter (January – March) Progress Report

Goal 1: Advocate for policies to improve the competitiveness of the Greater Tampa area and state.		
Identify local and federal issues to make advocacy priorities and assign a prosperity leader to the issues.	COMPLETED	All issues have been assigned.
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.	COMPLETED	Healthcare, transportation selected as top priorities
Include top priorities in Leadership Tampa Government Day agenda and advocate for these priorities when the class visits Tallahassee.	COMPLETED	Leadership Tampa covered both issues above during their March 23-24 trip
Identify a long-term issue(s) we want the Chamber to be the community lead on addressing.	COMPLETED	Transportation has been established as the long-term issue and a permanent committee approved by BOD
Charter a caucus to study the issue and create a work plan.	COMPLETED	Caucus reported to the Board in March
Hire a Government Relations Coordinator.	COMPLETED	Started February 2014
Hire an Administrative and Programs Coordinator who will spend half time on government relations tasks.	COMPLETED	Started February 2014
Create an annual legislative agenda which includes local, state, and federal policy issues.	ON TARGET	Currently compiling into one document
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.	ON TARGET	First op-ed published in the Tampa Tribune on March 4 on healthcare expansion. Prosperity leaders assigned. Healthcare video created. Priorities included in LT Tallahassee trip. WFLA spot included legislative priorities. Everything was publicized via social media.
Deploy a standing committee to carry out the caucus's work plan.	ON TARGET	Committee formation is in process.
Goal 2: Actively advance the Chamber's positions.		
Increase policy communications with members and public.	ON TARGET	Newsletter & <i>Votility</i> initiated, increased social media presence.
Publish a quarterly policy newsletter.	ON TARGET	First edition was published in Feb 2014, second scheduled for April 2014
Produce weekly social media content on government relations topics, including events, news, calls to action, and issues of importance.	ON TARGET	Regular inclusion of governmental relations information in eView and on social media
Employ <i>Votility</i> software to track legislation, house sample member letters, and provide data on member engagement on public policy.	ON TARGET	Launched to members during the week of March 10
Engage community business leaders as prosperity leaders, providing them the tools to serve as the Chamber's "face" on a chosen policy issue the Chamber is involved in.	ON TARGET	First Prosperity Leader op-ed published in the Tampa Tribune on March 4 on healthcare expansion; multiple letters have gone out under PL names. Healthcare video produced, Cuba op-ed published

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

Form an Education Connection committee, ensuring involvement from relevant business sectors and educational institutions.	COMPLETED	Education Connection committee includes business members and each of our local universities.
Strategy: Partner with universities to promote internships within business community.	ON TARGET	The committee is working to create a one-pager on internship opportunities. The committee completed a survey of member companies in March to gather information about their internship experiences.
Develop a webpage/portal to support the Education Connection efforts.	ON TARGET	The committee is compiling information to include on a webpage/portal.

Goal 4: Create a climate for investment in innovation to encourage the growth of all businesses.

Invite Board members to Pitch Day.	COMPLETED	Completed for the selection process of the 2014 scholars, exploring the possibility of a Pitch Day upon program conclusion
Increase the number of Startup Scholars	COMPLETED	5 Startup Scholars for 2014
Solidify the Startup Scholars committee structure to ensure a positive experience for Scholars, lending the program to increased application numbers.	COMPLETED	Startup Scholars subcommittee has outlined the cohort process and scheduled all meetings for the 2014 class
Work with other organizations that focus on small businesses to broaden our applicant pool.	COMPLETED	Completed for the 2014 class, IL co-chairs met with Tampa Bay Wave to explore additional options/opportunities for engagement (What is "IL"?)
Allocate funding of \$2,000 per scholar for FY2014.	COMPLETED	Funds have been allocated, no requests have been made 1st quarter
Develop an accountability tool to measure the effectiveness of the supplemental services.	COMPLETED	In consultation with Legal Counsel, a form was developed for Scholars to request funds with the requested documentation and approvals
Invite SBDC point of contact to attend Orientation as a guest, add an SBDC slide to Member Orientation and invite SBDC contact to attend other Business After Hours and Get Connected networking events.	COMPLETED	Slide is in Orientation presentation. Our contact at SBDC has been invited to Chamber events and is included on our mailing list
Partner with Hillsborough County SBDC	ON TARGET	Included in New Member Orientation, Hosting Doing Business with Hillsborough County on June 4
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	ON TARGET	Integrate into existing events - After Five in June (Startup Scholars presentation)
Connect Startup Scholars with Partner-level members	ON TARGET	Startup Scholars invited to June 19 After Five
Invite Startup Scholars to one top-tier engagement or to sit at a membership table with Partner-level members at 4-5 events.	ON TARGET	Startup Scholars invited to June 19 After Five to give a 2 minute pitch about their company
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	ON TARGET	Survey to go out to members about their areas of expertise and willingness to help Startup Scholars by April 18
Help to identify and make asks to companies who are willing to lend expertise. Utilize Ambassador and Membership Committees to help with these efforts.	ON TARGET	Survey to go out to members about their areas of expertise and willingness to help Startup Scholars by April 18

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

Caucus to provide a work plan by the end of March.	COMPLETED	
Involve leadership programs in public policy efforts.	COMPLETED	LT educated on state priorities and presented them during Tallahassee trip
Advocate in support of policy supporting improved transportation	ON TARGET	Supported high speed ferry before County Commission for County federal grant, supported Tampa International Airport plan
A standing transportation committee will begin positioning the Chamber as a leader on the issue through the work plan created by the Caucus.	ON TARGET	Recommendations have been approved by the Board

Goal 6: Improve quality of life to improve business outcomes

Make March “Downtown Month” and schedule Business After Hours, Get Connected and any other events in downtown venues.	COMPLETED	#DowntowninMarch used throughout the month of March, Chamber hosted 8 events Downtown
Include arts and cultural legislative requests in the 2014 legislative agenda.	COMPLETED	Straz, Lowry Park Zoo, and Florida Aquarium are all represented
Assign a prosperity leader to support a Tampa Bay location for baseball	COMPLETED	Assigned
Advocate in support of policy supporting improved transportation	ON TARGET	Supported high speed ferry before County Commission for County federal grant, supported Tampa International Airport plan

Goal 7: Grow membership by continuing to offer quality programming and events.

Implementation of the new Ambassador Mentor Program (New Member Coffee Connection event) and utilizing volunteers to help appropriately engage members.	COMPLETED	10 Ambassadors have participated as of 3/31
Better educate members on benefits.	ON TARGET	Target of 120 existing members to be briefed on member benefits during 2014 by Chamber staff, 33 completed 1st quarter
Continue to use a strategic value proposition in the sales process.	ON TARGET	New marketing packet completed and one-page leave behind in development
Publish stories in <i>eView</i> on benefit levels in January & July.	ON TARGET	Story published in January 2 <i>eView</i>
Work with membership to continue converting LTA non-Chamber members on the benefits of being a Chamber member.	ON TARGET	Director of Investor Relations (RV) is working with them on a regular basis
Strategy: Align programming with strategic objectives, ensure there is cross pollination between all programs and departments	ON TARGET	This will be completed primarily through monitoring the implementation of the strategic plan
Identify other community organizations to partner with when appropriate on events and other efforts of the Military Council.	ON TARGET	Provided administrative support to Airfest for contributions
Engage a policy advisor for military public policy issues from within the Military Council membership.	ON TARGET	This role has been assigned and a presentation was made to the Council on February 18
Engage a council member to study what other community organizations are doing to help veterans find employment and help define a strategic role for the Chamber in this area.	ON TARGET	Preliminary research has been done and we found we are doing more than other community organizations with whom contact was made. In the process of identifying a new volunteer as the assigned one has transitioned jobs.

Make one Business After Hours military-themed and another Business After Hours defense-themed.	ON TARGET	Defense-themed BAH was held on March 27
Ensure LT continues to provide strong Military Day program education.	ON TARGET	Military Day is scheduled for April 23
Focus on developing leadership in our community	ON TARGET	Leadership Tampa, Leadership Tampa Alumni, Insight Tampa
Have Emerge represented in the work plan of transportation caucus and participates in the transportation committee.	ON TARGET	Emerge Chair on Caucus

Goal 8: Enhance the Chamber's revenue		
Recruit 5-8 new quality and connected Ambassadors.	COMPLETED	Recruited 6 new Ambassadors
Grow the net membership in terms of total number of members and total dues investment.	ON TARGET	Met with several potential members/upgrades, Sales & actual performance above budget
Reach 2014 new membership revenue sales goal of \$271,500.	ON TARGET	Ahead of sales goal for 1st Quarter
Identify and focus on potential upgrades specifically for FITs One to Two and Two to Three.	ON TARGET	Target focus of membership meetings on a monthly basis, 14 upgrades completed in the first quarter
Spend time on identifying quality potential FIT Twos, Threes and Fours.	ON TARGET	Monthly review of possible new & upgrades with staff & Membership Committee, 69 new members first quarter
Utilize membership to identify and assist with introductions and asks.	ON TARGET	Membership committee & Board 3/2/1 programs for new members
Actively promote to FIT One members the new benefit of admission to two Competitive Edge Series events.	ON TARGET	This is being done monthly
More outreach to non-members who have attended Chamber events by collecting business cards after every major event.	ON TARGET	Director of Investor Relations (RV) reaches out after each event
Develop a one-page membership piece	ON TARGET	First draft completed, second draft to Membership & Marketing on April 16
Improve member retention rate each year in terms of both number of member companies and in dues investment levels.	ON TARGET	Management calls to past-dues
Monthly promotion of the Tampa Bay Workforce Alliance affinity program in <i>eView</i> . Encourage members to post jobs with TBWA when appropriate.	ON TARGET	TBWA information is published in <i>eView</i> as provided
Aggressively market advertising opportunities through electronic communications, social media and direct contact.	ON TARGET	Successful enhanced logo push, regular inclusion of advertising information in <i>eView</i>
Work with Office Depot representative to identify key accounts. Promotion of the Office Depot program and store purchasing card via <i>eView</i> , Emerge and LTA newsletters, email blasts and/or a postcard mailer. Office Depot as Member Orientation sponsor.	ON TARGET	Launched Office Depot Perks promotion on March 1
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	ON TARGET	Enhanced logo income has surpassed the budgeted amount for the year, Location Guide advertising surpassed the budgeted amount for the year
Explore new ideas by benchmarking with other leadership programs in the area and country on additional revenue streams (2014 intern project).	ON TARGET	Intern is researching

Goal 9: Position the Chamber for long-term success.		
Annual performance evaluations for all	COMPLETED	
Annual review of all job descriptions (staff and volunteers)	COMPLETED	
Share applicable job descriptions with all volunteer leaders	COMPLETED	
Annual strategy maps for all employees	COMPLETED	
Align staff and resources with priorities.	ON TARGET	4 new hires achieving goals
Implement a new membership database solution	ON TARGET	RFP process completed. Vendor selected. Contract in process.
Utilize the annual budget as a minimum standard not a goal.	ON TARGET	Currently operating ahead of budget. Projecting FY2014 to be above target.
Continue a culture of accountability at all staff levels and among volunteers.	ON TARGET	Regular staff meetings & reporting. Completed strategy maps.
Monthly staff meetings	ON TARGET	Currently up to date
Quarterly staff luncheons	ON TARGET	Currently up to date
Annual staff retreat	ON TARGET	Date secured – December 5

Goal 10: Maintain the Chamber’s position as the ‘Voice of Business’ for Hillsborough County.		
Develop an editorial calendar for FY2014	COMPLETED	
Develop an overall communications calendar based on strategic plan objectives and current business needs	COMPLETED	Incorporated into the Editorial Calendar
Continue to be the sought-after thought leader on business issues.	ON TARGET	Quick response to media inquiries, Stories quoting the Chamber or Chamber leaders published in several outlets including The Washington Post, The Economist & CNN Money
Develop a social media strategy to share with staff on the relevance & frequency of postings	ON TARGET	Changed the deadline to ongoing as we have centralized the posting within Communications - with the exception of Public Policy, that is the only department that posts outside of Communications. With new staff added - we will re-evaluate whether or not this is the best course of action
Utilize the “Prosperity Leaders” (referenced under Goal #2) to write op-ed articles	ON TARGET	First op-ed published in the Tampa Tribune on March 4
Increase awareness of Chamber offerings, role, and impact in the community.	ON TARGET	Utilizing WFLA spots - January - Small businesses/SBOY, February - Military, March – Advocacy
Increase the number of website testimonials to 20.	ON TARGET	Developed a target list of 10 individuals to secure website & MYB testimonials from by May 30
Increase the number of MYB testimonials to 30.	ON TARGET	Developed a target list of 10 individuals to secure website & MYB testimonials from by May 30
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.	ON TARGET	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.

Update and sign two-year agreement with Hillsborough County from October 2013 – September 2015.	COMPLETED	
Be an active participant in the Tampa Bay Trade & Protocol Council	ON TARGET	Involved in Bollywood, committee & other events
Provide Office space for Tampa Bay Trade and Protocol Council and promote International Trade through the International Business Committee.	ON TARGET	We are currently providing office space and continue to utilize the IBC to promote international trade
Grow bi-national chambers, Sister Cities, Arts and Museums in the area to assist in bringing more business and culture to the region	ON TARGET	Sister Cities visit - 1, Cultural Embassy - ongoing
Continue to partner with the Tampa Bay Trade and Protocol Council, Tampa Hillsborough EDC, Visit Tampa Bay and Tampa Bay Partnership on international strategy for the region	ON TARGET	The Chamber actively partners with other economic development organizations i.e. Bollywood activities, trade trips, etc.
Develop stronger long-term strategy on international through the International Business Committee by summer/fall 2014, to be monitored annually.	ON TARGET	Committee continuing to develop new activities
Continue to grow international business to enhance recruitment of international flights for Tampa International Airport.	ON TARGET	Partnering with Tampa International Airport on strategy/surveys