

Greater Tampa Chamber of Commerce Strategic Plan

Second Quarter Progress Report – FY 2015



Goal 1: Advocate for policies to improve the competitiveness of the Greater Tampa area and state.		
Tactic: Implement policy principles with the input of the Policy Council.	ON TARGET	Advocacy during 2015 legislative session on healthcare expansion and Cuba policy.
Strategy: Continue to serve as community convener with the Policy Council and other Chambers.	ON TARGET	Schedule regular meetings with other local Chambers and staff.
Tactic: Identify local and federal issues to make advocacy priorities and assign a prosperity leader to the issues.	ON TARGET	Outcomes from D.C. fly-in, working on federal issues.
Strategy: 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	Health care expansion, USF expansion. Looking at regional transportation issues
Tactic: Create plans of action for health care expansion and USF.	COMPLETED	Tactics included op-eds, letters to legislators from leadership, calls and letters from Policy Council
Strategy: Identify a long-term issue(s) we want the Chamber to be the community lead on addressing.	ON TARGET	Working on regional transportation priorities.

Goal 2: Actively advance the Chamber's positions.		
Tactic: Publish a quarterly policy newsletter.	ON TARGET	To be completed by the end of the year.
Tactic: Produce weekly social media content on government relations topics, including events, news, calls to action, and issues of importance.	ON TARGET	Content included in eView, social media and in policy and transportation digests.
Tactic: 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	Identified Executive Committee members who have been involved with health care expansion and will do the same with transportation issues the Chamber supports.

Goal 3: Create connections between the business community and our higher educational institutions to keep our local graduates employed in our community.		
Strategy: Partner with universities to promote internships within business community.	ON TARGET	Launched a successful program in June to introduce guest speakers into university classrooms.
Tactic: Further detail Education Connection committee focus by setting targets for measures of success, ensuring involvement from relevant business sectors and educational institutions.	COMPLETED	Identified measures of success to include number of students reached via the guest speaker program, event attendance and survey feedback.
Tactic: Partner with the CEO Council and Tampa Bay Technology Forum.	ON TARGET	Members from each organization have volunteered to serve as guest speakers in classrooms.

Tactic: Explore partnership opportunities with Emerge Tampa Bay.	ON TARGET	Emerge members have signed up to serve as guest speakers. The first speaker in the pilot program is a member of Emerge Tampa Bay.
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Goal 4: Create a climate for investment in innovation to encourage the growth of all businesses.

Strategy: Connect Startup Scholars with Partner-level members	ON TARGET	
Tactic: Continue to integrate Startup Scholars into Chamber programming	ON TARGET	Startup Scholars were featured in two of the WFLA segments and continue to attend Chamber events outside of the Startup Scholars programming.
Tactic: Evaluate the effectiveness of the first 3 years and make the necessary adjustments	ON TARGET	The committee has evaluated the effectiveness and made recommendations for the 2017 Startup Scholars year. One recommendation is to create an "alumni group" for the Startup Scholars. Additional feedback from the Leadership Retreat will be taken into consideration.
Tactic: 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.	ON TARGET	The SBDC slide is still included in orientation however office hours have not been held at the Chamber as of late. There has been a change in our SBDC contact and we are currently transitioning to working with the new liasion.

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

Strategy: Advocate in support of policy supporting improved transportation	ON TARGET	Legislative agenda, transportation policy council
Tactic: Involve leadership programs in public policy efforts through regularly scheduled programming.	ON TARGET	Included in all leadership programs

Goal 6: Improve quality of life to improve business outcomes

Tactic: Continue to provide opportunities for the Policy Council to learn about the needs of our cultural institutions through site visits, when appropriate.	ON TARGET	
Tactic: Host Chamber events at arts/cultural venues.	ON TARGET	SBOY semi-finalist luncheon held at the Tampa Museum of Art.

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

Strategy: Better educate members on benefits.	ON TARGET	Onboarding efforts increased; meeting with new members to review involvement
Tactic: Continue committee engagement for member to member/prospective members.	ON TARGET	Membership Committee and Ambassadors are deeply involved in the onboarding of members; both recruitment and retention of members

Tactic: Continue using first year member retention plan – minimum of one touch per month.	ON TARGET	
Tactic: Membership Director and Director, Investor Relations to attend a minimum of 2 monthly committee meetings of other departments.	ON TARGET	
Tactic: Utilize social media (esp. LinkedIn) to educate members and potential members about benefit levels.	ON TARGET	
Tactic: Identify other community organizations to partner with when appropriate on events and other efforts of the Military Council.	ON TARGET	Airfest 2016 committee

Goal 8: Enhance the Chamber's revenue

Tactic: Grow total number of members 5%	ON TARGET	2nd quarter - 65 new members; 143 YTD
Tactic: Reach 2015 new membership revenue sales goal of \$255,200	ON TARGET	2nd quarter new members & upgrades totaled 67, resulting in \$90,650 in new sales revenue and \$210, 262 YTD through 2 nd quarter
Tactic: Identify and focus on potential upgrades specifically for FITs Two and Three.	ON TARGET	Monthly membership committee meetings
Tactic: Utilize membership committee to identify and assist with introductions and asks.	ON TARGET	Monthly membership meetings & board engagement with 3-2-1 program having 23 members engaged in 20 new members or upgrades for the 2nd quarter; 44 year to date
Tactic: Identify uninvolved members and schedule a minimum of 4 monthly one on one member meetings or as necessary.	ON TARGET	2nd quarter renewal focus; contact prior to renewal month; benefit review meetings

Goal 9: Position the Chamber for long-term success.

Tactic: Send at least two staff members to attend national training on membership database solution.	ON TARGET	4 staff members registered for 4th quarter conference
Strategy: Continue a culture of accountability at all staff levels and among volunteers.	ON TARGET	
Tactic: Annual strategy maps for all employees	COMPLETED	
Tactic: Annual review of all job descriptions (staff and volunteers)	ON TARGET	
Strategy: Enhance internal staff collaboration/communication.	ON TARGET	
Tactic: Monthly leadership team meetings	ON TARGET	

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

Strategy: Continue to be the sought-after thought leader on business issues.	ON TARGET	The Chamber continues to be quoted in all local media outlets and we've increased our state, national and international exposure by being quoted by the Associated Press, Fox (national), The Economist, CNN, der Spiegel, the New York Times, McClatchy, Al Jazeera America, Miami Herald and Florida Times-Union.
Strategy: Increase awareness of Chamber offerings, role, and impact in the community.	ON TARGET	2nd quarter WFLA segments included Cuba and 2 segments on the Startup Scholars (2 scholars per segment)
Tactic: Increase the number of MYB testimonials by 30.	COMPLETED	
Tactic: Include Emerge, LT and LTA member testimonials and content/information in eView, on the website and in other media, particularly when there is value and a connection to the Chamber's leadership journey.	ON TARGET	Leadership Tampa blogs are published after each class day. LTA & Emerge information is included on a regular basis. AS we've collected MYB testimonials, we've begun the process of doing the same for leadership programs.

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

Update and sign three-year agreement with Hillsborough County from October 2013 – September 2016.	COMPLETED	
Grow bi-national chambers, Sister Cities, Arts and Museums in the area to assist in bringing more business and culture to the region	COMPLETED	
Develop a comprehensive annual report on international companies in the region.	COMPLETED	
Be an active participant in the Tampa Bay Trade & Protocol Council	ON TARGET	
Provide Office space for Tampa Bay Trade and Protocol Council and promote International Trade through the International Business Committee.	ON TARGET	
Participate in Tampa Bay Trade and Protocol Council activities such as quarterly Consular Corps meetings, quarterly Council Member meetings, special symposiums that enhance the Chamber's vision and promote through media international activity.	ON TARGET	
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	Worked closely with listed organizations and the Panama American Chamber of Commerce on a May 6-9 Inbound Mission from Panama with 34 Delegates. Served as a sponsor for the International Town Hall, held in May. Assisted in the completion of a new web portal with Hillsborough County for matchmaking Hillsborough

		companies with American Chambers of Commerce around the world
Continue to grow international business to enhance recruitment of international flights for Tampa International Airport.	ON TARGET	Worked to ensure that Copa was the main airline for the Panama Inbound Mission
Target five Chamber companies for each targeted market (Costa Rica, Germany, Brazil, Mexico and Colombia) to recruitment of airlines	ON TARGET	Ongoing work for Colombia through AmCham in Barranquilla, private lunch to be held in 4th quarter with Companies and Sister Cities to promote airport and Tampa Bay