



Southlake Chamber of Commerce
Strategic Planning
June 14, 2010

A strategic plan guides an organization for a span of three to five years. It is a key document for continuity through leadership transitions. It guides committees and influences the budget. It should be monitored at least annually for progress.

While the staff has a business and action plan, the strategic plan is a responsibility of the board of directors. It requires a team approach from the committees, board and staff to achieve results.

The Southlake Chamber of Commerce (SLCC) was founded in 1984. It is designated by the IRS as an exempt 501c6 organization and is related to a 501c3 foundation.

Mission, Vision and Value Statements

The mission, vision and values help the Chamber communicate its image and distinguish from other organizations. The *mission* should identify the organization and its primary stakeholders. A *vision* is an aspiration for the Chamber. And the *values* are the guiding principles of the board and staff.

Two mission statements were identified and the group sought to clarify the mission by emphasizing service for businesses.

Mission Statement (Proposed)

The mission of the Southlake Chamber of Commerce is to serve the needs of business.

Tagline

Serving the Needs of Business.

Vision Statement (Proposed)

The preeminent resource helping businesses succeed.

Values Statement (Proposed)

- Community
- Innovation
- Diversity



- Collaboration
- Integrity

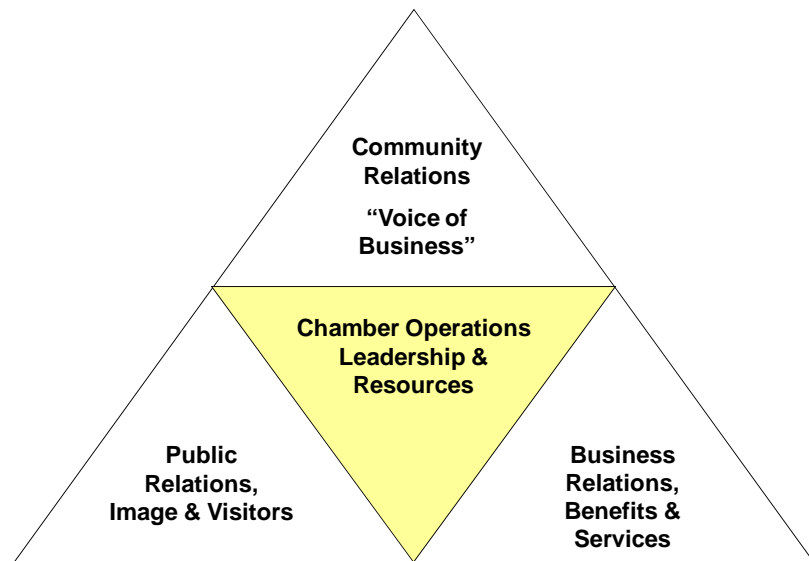
Plan Duration 2010 - 2013

It was determined that the strategic plan would span the period of 2010 to 2013. It should be reviewed annually for progress and course corrections.

Goals – Chamber Core Competencies

Four goals were set as the core competencies of the Chamber. It is important to note that the staffing is in transition, with a new CEO beginning in July 2010. The board wanted to provide a framework of important goals and strategies.

- I) **Community Relations** – Serving as the voice of business by collaborating with local government and allied organizations.
- II) **Business Relations** – Providing resources, benefits and services to facilitate business success.
- III) **Public Relations** – Promoting business through events and public relations.
- IV) **Chamber Operations** – Maintaining a highly effective Chamber of Commerce.





Strategies to Advance the Goals

The board identified strategies to advance the four goals. Where no tactics or performance measures are identified the executive committee or appointed committees to offer methods to advance the plan.

I) **Community Relations** – Serving as the voice of business by collaborating with local government and allied organizations.

A) Local Government

- 1) Build and maintain collaborative relationships with officials from city and regional governments.
- 2) Monitor and influence issues affecting business.
- 3) Consider appointment of a Government Affairs Committee.

B) Southlake Business Council

- 1) Maintain cooperative relations with the SLBC to assist the city with initiatives that benefit business.
- 2) Position the Chamber to be of service to the city in advancing the SLBC.

C) **Southlake Executive Forum** – Maintain relations and leadership roles in the SL Executive Forum.

D) Non-Profit Community

- 1) Provide services to position the Chamber as a leader among nonprofit organizations.
- 2) Monitor a central calendar of non-profit activities.
- 3) Develop a method to filter requests for donations to Chamber members (application process) and a way to bundle several businesses willing to contribute in an organized, more cost effective manner.

E) Leadership Southlake

- 1) Incorporate the Chamber strategic goals into the curriculum of Leadership Southlake.
- 2) Enhance perpetuity and strength of the program by developing it as an arm of the Chamber.

F) Schools and Educational Institutions

- 1) Maintain working relations between business and the schools.



2) Provide career day and speaker services to enhance student business awareness.

G) Business Experts

- 1) Identify 10 to 20 business experts residing in Southlake (but not doing business in the community.)
- 2) Introduce them to the Chamber leadership and to leverage their expertise for the benefit of Chamber members.



II) **Business Relations** – Providing resources, benefits and services to facilitate business success.

A) Membership Growth¹

- 1) Identify the potential membership growth and set a goal for net growth, i.e. 10 percent annual.
- 2) Set a measure to achieve for member retention/renewal.
- 3) Promote tiered-membership and opportunity to up-sell or better position member through Chamber opportunities.
- 4) Rely on Ambassadors for recruitment and retention.

B) Business Connections – Maximize opportunities for members to connect through Chamber facilitated events.

- 1) Golf – explore establishment
- 2) Leads Groups
- 3) Awards Banquet
- 4) Monthly Luncheons
- 5) Business Mixers
- 6) Breakfast Groups – explore feasibility
- 7) Marketplace/Business Expo – explore models developed by regional Chambers and ROI.

C) Member Communications

- 1) Develop a communications plan for consistent quality information distribution.
- 2) Increase member awareness of how to benefit from the Chamber and the value of benefits and services.
- 3) Utilize social media and marketing to effectively communicate with members.

D) Business Directory – Explore opportunity to transition printed directory to an electronic format, working with the City on funding.

¹ *No man has a right to withhold his support from an organization that is striving to improve conditions within his sphere. Every man owes a part of his time and money to the business or industry in which he is engaged.* -Theodore Roosevelt



III) **Public Relations** – Promoting business through events and public relations.

A) **Visitors Center** – As the Chamber plans for growth in its headquarters, explore benefit of developing a visitors center and funding through city, regional and state organizations promoting tourism, historical and museum interests. (*Long-range strategy.*)

B) Oktoberfest

- 1) Continue annually with improvements to serve as the signature event of the Chamber².
- 2) Brand it as a Chamber event (not city.)
- 3) Find a firm that can improve the brand and awareness outside of Southlake.

C) **Chamber Branding and Messaging** – Develop and promote a consistent image, brand and message about the Chamber serving business in the community.

D) **Heart of the Metroplex** – Promote Southlake as the precise center of the metroplex and best positioned for business with its location and infrastructure.

E) **Citizen Communications** – Identify methods to promote the Chamber and business to citizens.

F) **Chamber History and Achievements** – Maintain a timeline of Chamber history and achievements; call on past leaders and founding members to contribute and post on the website.

G) **Shop Southlake** – Continue programs that promote shopping and visiting Southlake.

² Considered name of October-Fest and Family Event over Oktoberfest.



IV) **Chamber Operations** – Maintaining a highly effective Chamber of Commerce.

A) **Chamber Headquarters** – Anticipate the growth of the Chamber and benefit of relocating office. Work with City on collaborative efforts to serve the nonprofit community and /or visitor services.

B) **Strategic Plan**

- 1) Promote the 2010-2013 plan to improve awareness of the Chamber.
- 2) Integrate elements of the strategic plan by including elements in the board agendas and newsletter articles.

C) **Performance Measures** – Identify key performance measures the board should monitor and staff can report on (*see attachment.*)

D) **Financial Resources**

- 1) Develop an annual sponsorship opportunities package to increase income.
- 2) Develop systems of financial integrity, reporting, accounting, auditing.
- 3) Diversify income.
- 4) Set a goal for sufficient reserves to protect the Chamber.
- 5) Transition the fiscal year.

E) **Leadership**

- 1) Ensure leadership development and succession is ongoing.
- 2) Provide effective board orientation processes.
- 3) Align committees with the four goals.

F) **Professional Staffing**

- 1) Ensure that staffing and compensation are adequate for the strategic plan.
- 2) Provide professional development opportunities; promoting IOM, CCE (Institute for Organization Management, Certified Chamber Executive.)
- 3) Consider return on investment of hiring in-house events planner (as events expand.)

G) **Governing Documents and Accreditation**

- 1) Review bylaws to remove policies; reconsider single term limits.
- 2) Adopt policy manual to comply with IRS recommendations and to record board wisdom.
- 3) Provide annual Chamber Leadership Manual.



4) Consider applying for accreditation from the US Chamber of Commerce.

H) Committees

- 1) Review committees and align with goals.
- 2) Reconsider requirement for executive officers to also serve as committee chairs.
- 3) Create a purpose statement or parameters for each committee.



EXECUTIVE SUMMARY

Strategic Plan 2010 – 2013

Mission - The mission of the Southlake Chamber of Commerce is to serve the needs of business

Tagline - Serving the Needs of Business.

Vision - The preeminent resource to help businesses succeed.

Values Statement

- Community
- Innovation
- Diversity
- Collaboration
- Integrity



Goals

Strategies

Committees

<p>Business Relations – Providing resources, benefits and services to facilitate business success.</p>	<ul style="list-style-type: none"> • Membership Growth • Business Connections • Member Communications • Business Directory 	<ul style="list-style-type: none"> • Membership • Member Events
<p>Chamber Operations – Maintaining a highly effective Chamber of Commerce.</p>	<ul style="list-style-type: none"> • Chamber Headquarters • Strategic Plan • Performance Measures • Financial Resources • Leadership • Professional Staffing • Governing Documents and Accreditation • Committees 	<ul style="list-style-type: none"> • Policy and Procedures • Nominations • Executive • Audit Committee • Compensation/ Personnel
<p>Community Relations – Serving as the voice of business by collaborating with local government and allied organizations.</p>	<ul style="list-style-type: none"> • Local Government • Southlake Business Council • Southlake Executive Forum • Non-Profit Community • Leadership Southlake • Schools and Educational Institutions • Business Experts 	<ul style="list-style-type: none"> • Strategic Alliances
<p>Public Awareness - Enhancing awareness of the value of business and operations roles as an integral part of public education.</p>	<ul style="list-style-type: none"> • Visitors Center • Oktoberfest • Chamber Branding and Messaging • Heart of the Metroplex • Citizen Communications • Chamber History and Achievements • Shop Southlake 	<ul style="list-style-type: none"> • Oktoberfest • Signature Events



Chamber Dashboards – Suggestions for Monitoring Performance



Membership

- Market share/penetration
- Member satisfaction ,needs
- Annual retention rate

Events

- Oktoberfest growth, participation, profitability
- Events attendance, value, profitability, etc.

Finances

- Achievement of budget line items
- Dues to non-dues ratio
- Savings ration to annual budget

Government Affairs

- Relations with allied organizations
- Relationships maintained with government officials
- Grant applications

Workforce and Leadership

- Staff comparative compensation, satisfaction, performance
- Leadership effectiveness on the board, accountability
- Committee effectiveness and achievements
- Processes for developing Chamber leaders.