



## Strategic Plan – 2016-2020

### “Kick-A\*\* Problem Solvers”

This plan sets forth the direction of the Frisco Chamber of Commerce for the next four plus years (September 2016 to 2020). The plan outlines a direction with which the Chamber intends to align its efforts/activities over that time period, as well as using this plan as a measuring device by which any and all programs/activities are evaluated as to relevancy to the mission, vision, and goals of this organization up to 2020.

This plan has been put together as a result of an initial strategic planning session held on December 8, 2015 and included a presentation by Mick Fleming with the Association of Chamber of Commerce Executives, and a strategic planning session by the Board of Directors. Fleming’s presentation focused on his report titled “Horizon Initiative – Chambers 2025” in which he details eight influences shaping the next decade for chambers of commerce:

- The Nature of Belonging and Gathering
- Communications and Technology
- Scarcity and Abundance
- Global Impacts
- Population Shift
- Political and Social Fragmentation
- Resource Alignment
- Catalytic Leadership

These efforts were then strongly influenced by a week of consulting by Membership180 and Jay Handler. During this time, staff and Board were challenged to look at how we were doing all that we do, and challenged us to put it in a new context...including many of the factors discussed by Fleming. This consulting was highlighted by a video communicating the message that if we want to stop being who we are, stop doing things the way we used to, and to make positive and needed changes...the best advice is to just “Stop It!” Particular items addressed by Handler included:

- 80/20 Rule of Members and Chamber Resources
- Advocacy is the #1 Item Benefitting ALL of Frisco
- Stop It! If something is not working, just Stop It!
- Problem Solvers...not Sales
- Culture of Engagement vs. Culture of Sales
- What is Keeping our Members Up at Night?

Thereafter, staff took all of this work and strategic planning and worked to complete this strategic plan...bringing many varied and distinct ideas into ONE new plan to take this organization forward to a new height!

## **VISION**

### **OUR PREVIOUS VISION**

The Frisco Chamber of Commerce is the “Voice of Business” and an advocate for the business community, making things happen and maintaining/strengthening a strong business environment in the area. The Frisco Chamber does this by providing information, resources, and connections to/for the business community while being good fiscal stewards of our members’ investments.

### **OUR NEW VISION**

The Frisco Chamber of Commerce is the “Voice of Business.” The Frisco Chamber does this by providing advocacy, information, resources, and connections to/for the business community while being good fiscal stewards of our members’ investments.

## **MISSION**

### **OUR PREVIOUS MISSION**

By providing connections, resources and advocacy efforts, the mission of the Frisco Chamber of Commerce is to support, strengthen and grow members’ businesses, thereby contributing to and improving the entire community.

### **OUR NEW MISSION**

The mission of the Frisco Chamber of Commerce is to protect and promote commerce through advocacy, resources, and connections.

## **VALUES**

The Vision/Mission of the Frisco Chamber of Commerce will be pursued while keeping certain values at the core of our daily activities. These values will form the basis by which we work together as an organization, are viewed by our Community Partners and business members, and our decisions, actions, and words are implemented and/or carried out.

1. **Transparency** - In all business situations, accountability and openness to our members and the entire community is a fundamental value by which we work on a daily basis. This value incorporates a feeling/image/reputation of openness and good fiscal stewardship throughout the organization.
2. **Continuous Improvement** - A willingness and desire to continuously improve for our business members, the community as a whole, and anyone doing business with the Frisco Chamber is a core daily value within this organization. This is evident in all aspects of our work, our programs, and our communications, and will be carried out through educational efforts, staff development, benchmarking, and other means to improve who we are and what we do.
3. **Accountability** - Being accountable for our actions and having the ability to measure the results of our efforts, programs, and initiatives is a core value of the Frisco Chamber of Commerce. Being able to measure the progress being made towards a specific goal

or the effects of a program/initiative, and communicate said to the community, results in progress and a sense of accomplishment and growth.

4. **Pro-active** - Having a positive and pro-active outlook is a core value at the Frisco Chamber of Commerce. By demonstrating this value, we work to improve the situation, learn new things, and take initiative to improve the business community.
5. **Integrity** - Working with honesty, respect, and communication, integrity is a core value of the Frisco Chamber of Commerce – inside and outside of the organization. In doing so and developing a high level of trust with those with whom we do business, efforts can be focused on the intended end results and not on issues which will undermine the ultimate mutual goals of the organization(s).

These Values are ones that we expect of our staff on a daily basis and deviations from these values will not be tolerated. These Values are ones that we encourage and/or expect of our partners/members as well. These Values are ones that drive day-to-day decisions, and they are not subject to negotiation, interpretation, or other weakening factors.

### **CULTURE**

The Culture of the Frisco Chamber of Commerce is a reflection of the Values and how we conduct ourselves on a daily basis within the organization and externally in the community. By adhering to our Values, the Frisco Chamber of Commerce’s culture will manifest itself with the following characteristics:

1. **“Do the Right Thing”** - By being accountable, transparent, and working as a team to help our business community, we have a mindset of doing the “right thing.” This characteristic might also be called integrity, honesty, or truthfulness. For example, the Rotary 4-Way Test:
  - A. Is it the TRUTH?
  - B. Is it FAIR to all concerned?
  - C. Will it build GOODWILL and BETTER FRIENDSHIPS?
  - D. Will it be BENEFICIAL to all concerned?
2. **Communicate** - By being accountable, pro-active, and measuring our progress, staff is proud of the work done, their contributions to that effort and the effect on the greater community. To that end, staff and our organization will communicate and celebrate said milestones achieved/personal growth with our members and reward those accomplishments accordingly.
3. **Positive** - By being pro-active and looking for solutions to issues/problems, staff maintains a positive attitude that thrives on looking for solutions, taking the initiative, and asking “How Can We Do \_\_\_\_\_?”

### **FOCUS AREAS FOR 2016-2020**

The Frisco Chamber of Commerce will be recognized as THE leader (“destination point”) in advocacy, business information, resources, and connections, throughout the community and region by providing products, services, and information that are uniquely available through the Chamber in the most efficient and desired manner. We will be a leader in the Frisco community in serving and exceeding the needs of its members. We will accomplish this through:

### **Resources – Capital/People**

- Creating an engagement experience based on service rather than sales
- Creating a new and/or revised membership structure/benefits that align resources with problems/needs
- Developing increased or new funding sources
- Leveraging all resources in the community, regardless of current membership status

### **Brand Development**

- Being recognized as the “Voice of Business,” whether that be as an advocate/ problem solver or through legislative action, and communicating same to the community as a whole
- Creating a campaign that elevates the Frisco Chamber within the business community while engaging all of our members
- Being more efficient and more professional

### **Technology**

- Leveraging the most cost effective and efficient technologies for communicating and sharing information with our membership
- Gathering data that is accessible and useful to our membership and the greater business community, thereby helping to provide solutions to problems
- Identifying all technologies currently in use and identifying gaps to achieving our vision of being THE business leader in the community and region

### **Action Items/Goals within the Focus Areas**

The Frisco Chamber of Commerce Board of Directors, showing long-term direction and focus, has assigned itself to one or more initiatives as detailed in the attachments to this plan. These assignments have been made based on their involvement on one of the many initial “sub-committees” that worked on drafts of this Plan, and/or their particular talents, and/or interests in the business community. These specific assignments may change over time should members of the Board change, the focus of each initiative calls for a different individual, etc.

The purpose of involving the Board on all of the initiatives is three-fold:

- 1.) Board members assigned to one or more of the initiatives will serve to involve the Board and provide support for the initiatives. Board members will help promote these initiatives to the general membership and beyond and help the Chamber communicate the intent/goal associated with each initiative.
- 2.) Board members assigned to one or more of the initiatives will provide accountability to staff and those assigned to each initiative. This will be done by monitoring the progress being made, asking for metrics on each initiative as a way of demonstrating the value of the initiative, etc. This will help staff stay on course in completing the desired work.
- 3.) Finally, Board members assigned to one or more of the initiatives will be there to provide “brain-power” and ideas about how to problem solve/work through issues that are delaying or causing problems in accomplishing the desired goals. On certain occasions, the assigned Board member(s) may bring issues before the Board as a whole and/or merely report to Board on a periodic basis on progress being made.

The role of the Board members is NOT to manage/run each individual initiative. Those efforts will be led by one or more staff members and/or volunteers; however, the Board members assigned will be there to help guide, monitor, and provide input on the particular initiative.

Within each specific initiative, one or more Board member and staff member will be assigned. While changes to these assignments are possible, any such changes should be carefully considered and brought to the Chamber President for final discussion.

### **Resources – Capital/People**

- Creating an engagement experience based on service rather than sales
- Creating a new and/or revised membership structure/benefits that align resources with problems/needs
- Developing increased or new funding sources
- Leveraging all resources in the community, regardless of current membership status

**It Is About the Member, Not About Us!** – The Frisco Chamber of Commerce will be transformed into an organization that is all about the member...not about the Frisco Chamber of Commerce. We will no longer be a “sales culture” but will evolve into a “service culture” and how we can take care of our members and our business community. By identifying their “pain points,” the Frisco Chamber will be a problem-solver, communicate same, and benefit from satisfied clients.

**Modify Membership Structure/Benefits** – Based on being more of a “service culture” vs. a “sales culture,” all membership benefits/levels will be reviewed to provide members with the best possible benefits fitting their particular needs/problems. Part of this also entails better communication of said benefits in light of what the “pain” is that each business organization may be feeling and where in their life cycle the business finds itself. Or, in other words, how can we best solve their problems and engage the organizations to a higher level?

**Establishing Retention Strategies** – How does the Frisco Chamber of Commerce insure that members are properly engaged in the Chamber and/or feel engaged? Procedures and organizational structure will be put in place and/or revised to insure that all members are engaged, feel engaged, and said engagement is visible to the members and the greater business community.

**Strike Team Initiative/Top 150** - A concerted effort will be made between staff and Board to identify, prospect, service, engage and promote the Top 150 companies in the area (members and non-members) that are believed to be under-performing from an overall engagement perspective.

**Reserves** – Work will continue to accumulate and protect sufficient reserves to fund a minimum of six (6) months’ worth of operations (and hopefully more), as well as building a fund sufficient to address building needs in the next three (3) to five (5) years.

**Identifying Additional Non-Dues Revenue Opportunities** – Work will continue to increase Non-Dues Revenue through a variety of ways to bring our Non-Dues Revenue percentage (as compared to Dues Revenue) as close as possible to 60% from the current levels of near 48%. This may be accomplished through affinity programs, banner advertising, events, contracts, and more.

**Citizen Advisory Board/“Enlisting” Residents** – A structure will be put in place to provide a means by which residents/non-businesses in Frisco and beyond will have the opportunity and means to contribute to the success of the Frisco Chamber of Commerce. This might entail problem-solving, volunteering, mentoring, and other contributions that may be available from residents in the area.

**Citizen Inventory** – Complementary to the Citizen Advisory Board, there are undoubtedly many, many connections/resources that are available to the residents of Frisco that could be an asset to the Frisco Chamber of Commerce. Said assets may include people they know, expertise in certain areas, testimonial opportunities, business connections, and more.

### **Brand Development**

- Being recognized as the “Voice of Business,” whether that be as an advocate/problem solver or through legislative action, and communicating same to the community as a whole
- Creating a campaign that elevates the Frisco Chamber within the business community while engaging all of our members
- Being more efficient and more professional

**Creating Our Story and Communication Plan** – “If you don’t tell your story, someone else will!” The Frisco Chamber of Commerce must do a better job of communicating our advocacy, resources, and connections to the greater Frisco community. This communication must be centered on the three (3) fundamental items mentioned in our Mission Statement and on our members that we are helping. Furthermore, technology must be utilized to segment communication to different audiences thereby focusing in on specific problems and solutions.

**“Voice of Business”** – The Frisco Chamber of Commerce must become, and be recognized as, the Voice of Business. There is no other organization in town that is better poised or more fitting to represent all of the businesses and their issues. As part of this effort, governmental affairs efforts must be taken to the next level in terms of advocating for the needs of the Frisco business community...regardless of membership.

**“The Frisco Chamber works for me because...”** – While this verbiage may change, a communication campaign must be put into place that clearly tells the story about why the Frisco Chamber of Commerce has been an asset and a problem-solver for particular businesses. This campaign needs to be consistent, be able to evolve but remain branded, and reflect the work being done by the Chamber on behalf of the company/member.

**Problem-Solver** – The Frisco Chamber of Commerce will take on the role of “problem solver” throughout the Frisco business community and communicate such success stories as a means of developing that brand awareness.

**Evaluating Our Location** – As part of establishing a brand, the Frisco Chamber of Commerce must evaluate its current building and determine if this is what is best for the Frisco Chamber...from both a brand and financial perspective. Within the next three (3) years, plans

must be put in place to pay off the current mortgage and improve the current facilities or to relocate to a more preferred location and image.

**Training and Preparing Staff** – By continuing to invest in staff through training, team encouragement, etc., we will have the best possible team to assist our members and the business community. Each area will be examined for training opportunities, and staff will be cross-trained so that a variety of people will have the expertise, attitude, and training to solve problems as they come to us.

**Technology**

- Leveraging the most cost effective and efficient technologies for communicating and sharing information with our membership
- Gathering data that is accessible and useful to our membership and the greater business community, thereby helping to provide solutions to problems
- Identifying all technologies currently in use and identifying gaps to achieving our vision of being THE business leader in the community and region

**Defining Data and Analytic Needs** – A full and robust database of the Frisco business community will be developed. This work will fall into three (3) main stages:

- First, data will be gathered from across the business community in order to give the Frisco Chamber of Commerce as much data as possible about the business community itself, as well as our membership. This data will then also be able to be used to improve on membership attraction and retention.
- Secondly, the data gathered will be analyzed in a way to provide the business community with useful information about the Frisco business community, breakdown of data, helpful information, etc.
- Lastly, the data will be gathered, analyzed and distributed in such a way as to provide revenue for the Frisco Chamber in exchange for providing needed data to specific companies requesting such.

**Identify Opportunities to Monetize Data Gathered** – As previously discussed, the data gathered could have the potential to produce revenue dependent on what is gathered, desired, needed, etc. How can we best translate information into revenue for the organization? The first part of this is to identify and analyze the data needs of the business community and then design things accordingly from there.

**Management System** – A thorough review of our existing database management system will be undertaken to determine if this system is the best for us and/or if there is a need to switch to a different system. Concurrent with such a review, problems currently being encountered will be examined to determine if said problems are a function of training, operator error, or the system itself.

**Job Bank** – The Frisco Chamber of Commerce will take the lead on developing a new “local job bank” that works to put local people to work in local jobs AND is easy to use, is well known by

the major employers and the residents, and that helps solves problems for employers and employees alike.

**Evaluating Existing Technology** – In addition to the database management system, ALL technologies currently being used will be evaluated to determine if they are the best in helping the team accomplish their goals, if there are better options, when should things be upgraded, where additional training is needed, etc.

**New Chamber Website and/or App** – The Frisco Chamber of Commerce will constantly evaluate its website and/or app to insure that communication to/from the business community is handled in the most efficient and effective manner.

### **Strategic Plan Implementation**

Following formal approval of the Strategic Plan, the first step in implementing the Plan will be to develop a timeline for specific action items, staff/board assignments to specific areas, and details of each initiative including specific tasks included in same. It is estimated this timeline will be completed within a month following formal approval of the Plan.

### **Monitor Results**

This Strategic Plan lays out the intended focus areas and some of the specific action items to be completed by the Frisco Chamber of Commerce through 2020. While rough estimates will be provided as to when specific action items/goals will be accomplished, all of this is subject to outside factors which may result in earlier or later completion dates.

However, while certain areas may move, it is anticipated and planned that all tasks incorporated herein will be completed by 2020. In the event, significant tasks may be completed prior to the planned times, additional items may be added from a “holding tank” or “parking lot” IF said additions will not affect the timeline of other referenced items within the Strategic Plan.

In addition, future Board Meetings will likely include updates and discussion on the progress of the Strategic Plan on a high-level basis and/or by specific areas depending on the specific needs.

### **Reevaluate**

This particular Strategic Plan is envisioned to take the Frisco Chamber of Commerce to 2020; however, during the next four plus years, it is likely that annual work sessions and/or strategic planning sessions will revisit aspects of this Plan and make needed adjustments and/or additions.

Furthermore, should events which cannot be foreseen transpire which affect the outlined focus areas and action items, additional revisions may be needed.

### **Acceptance, Approval and Agreement**

This Strategic Plan was presented at the Frisco Chamber of Commerce Board of Directors meeting on September 20, 2016. At said meeting, after due discussion, this Strategic Plan was approved. As witness to this action by the Board of Directors (and by prior approval at a staff meeting), the following Board Members and Staff Members affix their signature to this Plan as being the agreed-upon direction in which the Frisco Chamber of Commerce will be progressing from 2016 to 2020.