Greater Fort Lauderdale Strategy Roadmap
Strategy at a Glance

IDENTITY STATEMENT

Components of Identity Statement	Your nonprofit's identity statement
We advance our mission of	promoting a favorable business climate for our membership and community while providing advocacy for improvement of the economy and quality of life.
…and seek to (impact)	Increase the profitability of our membership thereby creating a greater economically viable community
by serving (customers)	profit and nonprofit businesses
in (geographic area)	Greater Ft. Lauderdale
through (programs and services)	Networking and recognition events, Business-related advocacy, including research and publications and forums, and business development seminars and education.
and emphasizing our competitive advantages of	Name recognition, large membership base, strong and consistent board and staff leadership, and engaged partners willing to provide financial resources.
We are sustainable by (funding sources)	Membership Fees (primary source), grants, sponsorship revenue for special events, advertising and specific program revenue.

CURRENT AND FUTURE TRENDS AND THEIR IMPACT

Types of Trends	Direction of Trend	Comments
Needs or demands for services	Increasing	Has more need than we have capacity to fulfill for business; ROI is enormous; the word needs to get out more.
Available funding/support	Increasing	
Decline of municipal competition	Increasing	Do not have the staff and volunteer, reduction in small businesses in local areas; no take over but how do we leverage.

Types of Trends	Direction of Trend	Comments
Segmentation of the local market	Staying about the same	CVB, Alliance, etc. will remain separate in this area
Unemployment	Decreasing	Number of new jobs are not at the level needed for sustaining lower unemployment
College graduates leave	Increasing	More than 50% leave the South Florida area; reduced talent work pool
Foreign investors	Increasing	Investors "sitting' on assets; potential membership outside of the country – international direct Investment

What are the **BIG QUESTIONS** facing our organization?

Organizational Structure: Is the current Council structure effective? If not, what are the alternatives? How can we better utilize the Area Council structure as a mechanism to generate new members? Do our Councils represent our mission? Do they truly operate as a part of the Chamber?

Strategic Alliances: How can the Chamber leverage resources to engage the municipal Chambers? What are the distinguishing factors for the economic development organizations and how do we leverage the mission of each group? Should the Chamber engage in more regional economic development projects collaboratively with other stakeholders?

Marketing/Branding: How do we determine the unique differentiation that makes this Chamber the "must be involved with" organization? How do we add value, specifically to Trustees so the question "what's in it for me" is easily answered? How do members want to communicate with the Chamber? What technology will be/should be in place to immediately assist its members on a variety of issues?

What are the primary objectives of the **BIG QUESTIONS** for our organization?

- ❍ **Organizational Structure:** The specific/measurable goals for the Councils will give us a benchmark to evaluate effectiveness.
- ❍ **Strategic Alliances:** Partnerships with organizations/groups that leverage our assets while filling gaps in the micro and macro-economic development space and position the Chamber as a thought and brand leader in the Broward business community.
- ❍ **Marketing and Branding:** Invest resources in determining and delineating the key points of distinction of the Chamber as the foundation for meaningful dialogue on strategic partnering and structure.

Next Steps Work Plan

BIG QUESTION: Organizational Structure: Is the current Council structure effective? If not, what are the alternatives? If so, how can we better utilize the Council Structure as a mechanism to generate new members and achieve overall Council goals? Does each Council represent or ties into the Chamber mission? Does the Council Structure operate as a part of the Chamber?

Activity	Responsible Person(s)	Time Frame	Description of Tasks/Comments
Determine the overall goals of the Council Structure	Strategic Planning Committee; approval by the Executive Committee	Completed as a draft by the Committee	The following was recommended: **PROGRAM/PRODUCT/SERVICE:** production should result in net margin of at least 50% **NET MEMBERSHIP GROWTH :** measured by 3% growth in membership (the percentage may change based on each Council's reach) **INTEGRATION:** Each Council will be represented on key Board Sub-Committees to ensure the voice of Council is included in major strategy direction
Meet with each Council Chair to discuss goal paradigm	CEO	By March 31	The meetings may occur in small group or individually depending on availability
Submit each customized Council's goals based on the paradigm	Council Chairs	Within 30 days after meeting (April)	A format should be provided by staff for reporting goals
Integrate with Board of Directors Scorecard	CEO/Administrative Assistant	May Board of Directors Meeting	Using the format that was developed in 2012, add the goals for each Council
Submit data for Scorecard	Council Chairs/GFLCCC Staff /CEO	Every 15th of the Month	The data may be collected from existing data points and staff may be able to gather the information
Implement accountability reviews for the Councils	CEO/Executive Committee	Ongoing; formal reviews at least quarterly; final review December	The December meeting is important as it drives the budget allocation

GOAL: By the end of 2013, the GFLCCC will have Council structure which effectively and efficiently serves the GFLCCC overall goals as well as makes the best use of resources available to the GFLCCC and the Councils.

BIG QUESTION: Strategic Alliances: How can the Chamber leverage resources to engage the municipal Chambers? What are the distinguishing factors for the economic development organizations and how do we leverage the mission of each group? Should the Chamber engage in more regional economic development projects collaboratively with other stakeholders?

Activity	Responsible Person(s)	Time Frame	Description of Tasks/Comments
Brainstorm list of government and political entities that drive local and regional economic vitality	CEO/Regionalism Subcommittee (?); in absence of this committee Executive Committee needs to decide which group will be accountable for implementation	April	The connection to the appropriate political and key influencers will require a brainstorm on who is connected (who can make "the ask"); specific messaging related to compelling economic development projects; clear outcomes.
Assess the key business decision makers who influence major local and regional economic development projects; develop individual strategy to connect with each key person	CEO/Regionalism Subcommittee /Council of Economic Advisors	July/August	As a strategy is developed to access key influencers, the following key points are important: a compelling project related to business; a beginning and end time on the project; clear strategy that is not time intensive; identifiable "wins".
List of economic development priorities for the local and regional area; develop messaging around the projects selected; determine outcomes for GFLCC involvement	CEO/Regionalism Subcommittee/Council of Economic Advisors	May/June	Once the list of economic development projects are brainstormed, key question – which one(s) does the GFLCCC want to influence and why then stay on message with those projects

GOAL: By the end of 2013, the GFLCC will have developed a clear-cut strategy to engage key influencers in the overall advancement of local and regional economic development projects led by the GFLCC executive and board leadership.

BIG QUESTION: Marketing/Branding: How do we determine the unique differentiation that makes this Chamber the "must be involved with" organization? How do we add value, specifically to Trustees so the question "what's in it for me" is easily answered? How do members want to communicate with the Chamber? What technology will be/should be in place to immediately assist its members on a variety of issues?

Activity	Responsible Person(s)	Time Frame	Description of Tasks/Comments
Channel messages	Mark Budwig, Chris Madsen, Dan Lindblade, Rick Gomez	Q3 completed	Engage various media partners to deliver the Chamber's brand relevance.
Write relationship plans for all Trustees.	Cristina Agnone, Sandra Mayor, Kristopher Fisher, Deborah Webb, Dan Lindblade	Ongoing	One-on-one relationship plans written, executed and evaluated.
Survey members on communications methods and develop best practices.	Chris Madsen, Rick Gomez, Dan Lindblade, Mark Budwig	End of Q2	A comprehensive communications model will be developed based on the results of the survey.
Conduct a technology audit and delineate a plan to deliver value added tools for members.	Rick Gomez, Dan Lindblade, Cristina Agnone, Kinnon Saucier,	Q4	

GOAL: By the end of 2013, the GFLCC will have a comprehensive communications delivery system using partners and technological tools.