Executive Summary

Working from the solid foundation of the previous Strategic Plan, the appointed committee developed the following plan outlining the Chamber’s strategic focus for the next three years.

After the initial organizational meetings, the committee began to look at strategic priorities, objectives and action items. The group met over seven (7) months to design a focused approach to implement agreed upon strategic priorities that follow:

- Champion Our Business Community
- Be the Chamber of Influence
- Demonstrate Organizational Excellence
- Drive Member Value

After confirming the Strategic Priorities, a set of objectives and action items were developed for implementation over the next three years. At the end of the plan, the Chamber will measure its success by improving metrics in member investment, retention and new member engagement. The plan will be a living document and work in concert with the Annual Business Plan.

We extend our appreciation to the Strategic Planning Committee for their dedication, vision and commitment to ensuring that our Chamber remains relevant and impactful in our region.

Respectfully,

Nancy Keefer, CCE
President & CEO
Daytona Regional Chamber of Commerce

Skip Lilly, Vision H.R. Inc.
Randy Dye, Daytona Dodge Chrysler Jeep RAM Fiat
Co-Chairmen Strategic Planning Committee
Daytona Regional Chamber of Commerce
## Strategic Planning Committee Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Company/Position</th>
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<tbody>
<tr>
<td>Mr. Leonard Marinaccio</td>
<td>Bomar Construction, Inc.</td>
</tr>
<tr>
<td>Mr. Bob Lloyd</td>
<td>Brown &amp; Brown, Inc.</td>
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<tr>
<td>Ms. Kelly Parsons Kwiatek</td>
<td>Cobb Cole</td>
</tr>
<tr>
<td>Mr. Chris Bowler</td>
<td>Daytona Beverages, LLC</td>
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<tr>
<td>Mr. Randy Dye</td>
<td>Daytona Dodge Chrysler Jeep RAM Fiat</td>
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<tr>
<td>Ms. Janet Kersey</td>
<td>Daytona Regional Chamber of Commerce</td>
</tr>
<tr>
<td>Ms. Nancy Keefer</td>
<td>Daytona Regional Chamber of Commerce</td>
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<tr>
<td>Mr. Ed Noseworthy</td>
<td>Florida Hospital Memorial Medical Center</td>
</tr>
<tr>
<td>Mr. Rufus Johnson</td>
<td>GEICO Insurance - Johnson Agency, Inc.</td>
</tr>
<tr>
<td>Mr. Bob Williams</td>
<td>Halifax Health</td>
</tr>
<tr>
<td>Mr. Eric Peburn</td>
<td>Halifax Health</td>
</tr>
<tr>
<td>Mr. Doug Gillikin</td>
<td>James Moore &amp; Co., P.L., CPA's &amp; Consultants</td>
</tr>
<tr>
<td>Mr. Jim Tobin</td>
<td>Realty Pros</td>
</tr>
<tr>
<td>Mr. Mike Mitchener</td>
<td>Sam’s Club</td>
</tr>
<tr>
<td>Mr. Owen Chittenden</td>
<td>The Shores Resort &amp; Spa</td>
</tr>
<tr>
<td>Mr. Skip Lilly</td>
<td>Vision H.R., Inc.</td>
</tr>
<tr>
<td>Ms. Teresa Rand</td>
<td>Volusia Flagler Family YMCA</td>
</tr>
<tr>
<td>Ms. LaQuetta McGill</td>
<td>VyStar Credit Union</td>
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Mission-Vision-Values

Mission Statement

The Daytona Regional Chamber of Commerce advocates a strong economic and business environment and serves as a platform through which our members and the entire business community can thrive.

Vision Statement

To be a driving force in the development of commerce and to improve the quality of life in the greater Daytona Beach region.

Core Values

The Daytona Regional Chamber of Commerce believes that our image in the community with our stakeholders – our members, elected officials, future members and partners, is paramount to the success of the organization. With this in mind, we will incorporate our values into our messages and actions.

- Advocacy – We will advocate on behalf of our members for a fair and equitable environment that empowers business towards success.

- Collaboration - We will welcome opportunities for cooperation and inclusion in our community. We will work towards a common vision.

- Engagement – We will create opportunities for involvement and listen to the needs of our members.

- Leadership - We will be true to our role as the business leader in our region and be a model to others in our community. We will properly use our influence to ensure the relevance of our organization and the continued success of our region.

- Professionalism – We will exhibit attributes of highly-regarded professionals and offer our talent and expertise for the betterment of our community.
Strategic Priorities at a Glance

Champion Our Business Community
Our community continues to thrive with the success of business. To ensure our business leaders are successful, we will provide a roadmap to valuable supportive resources available throughout the region. Having a place to develop relationships is a vital asset in efforts to advance our businesses and champion our business community. The Daytona Regional Chamber of Commerce must be the navigator charting the course for developing leaders, connecting them to resources, promoting our attributes and solving troublesome issues all while working collaboratively with business, government and citizen leaders to advance commerce.

Be the Chamber of Influence
The Daytona Regional Chamber of Commerce has a powerful voice that drives decisions on the local, state and federal level which effect commerce. It is important that the Chamber continue to be the voice of our region’s businesses thus ensuring that our local and state policies and regulations are beneficial to business everywhere including all of our important membership stakeholders.

Demonstrate Organizational Excellence
In order to provide the greatest benefit to our members and employees, the Daytona Regional Chamber of Commerce will continue to achieve operational excellence through standards of excellence indicated by Accreditation. This assures enhanced financial stability and accountability further solidifying our future viability in an environment that promotes the engagement and professional development of its volunteers and professional staff.

Drive Member Value
The Daytona Regional Chamber will create great value for member investments by developing innovative forms of engagement which work to enhance educational program offerings, face to face engagement opportunities and most importantly business advocacy that cooperatively works to build a thriving business community.
Strategic Priorities & Action Items

Champion Our Business Community
Our community continues to thrive with the success of business. To ensure our business leaders are successful, we will provide a roadmap to valuable supportive resources available throughout the region. Having a place to develop relationships is a vital asset in efforts to advance our businesses and champion our business community. The Daytona Regional Chamber of Commerce must be the navigator charting the course for developing leaders, connecting them to resources, promoting our attributes and solving troublesome issues all while working collaboratively with business, government and citizen leaders to advance commerce.

Objective
Provide enhanced programming specific to business leaders both current and emerging which improve resources and connections with a goal of developing business and personal leadership skills. Leverage partnerships with community-based training experts to provide relevant programs that advance business growth and showcase important regional initiatives.

Action Steps
- Pursue alternative Roundtable programs specific to select industries and demographics represented within the Chamber membership.

Objective
Capitalize on connections to engage potential leadership members within the Chamber. Target groups such as Volusia Young Professionals, Leadership Daytona Alumni and VCARD ensuring committed, prepared Chamber member leaders well into the future.

Action Steps
- Select appointees from VYPG to serve on specific Chamber committees to establish mentoring and collaboration on issues of importance.
- Proactively utilize the Leadership Daytona Alumni Directory to assist those in the community looking for Board leadership.
- Continue to pursue joint sponsorship of select programs with VYPG, VCARD, Leadership Daytona Alumni where appropriate.
- Invite Chair of VCARD to serve on Chamber Economic Development Committee.
Objective
Work collaboratively with key stakeholders to establish an image that tells the business story focusing on why the region is a great place to conduct and grow business.

Action Steps
- Adopt initiatives of the Volusia Proud program and determine if a more formal relationship with the Chamber is beneficial to the business community.
- Convene a meeting of all organizations that market the community as a destination to attract visitors and businesses to the area. Utilize meeting to ensure collaboration and forward movement in building a stronger business community.
- Regularly provide op-eds to the local media on issues of significant importance to the business community.

Objective
Focus specifically on projects and locations within the core of Daytona Beach that will enhance the community’s appeal and help drive future business success.

Action Steps
- Establish a special committee to develop a multi-year strategy regarding the Chamber’s management of Bike Week forecasting community, budget and staffing implications.
- Enhance the efforts of the Economic Development Committee to identify specific outcomes necessary to ensure positive economic growth.
Be the Chamber of Influence
The Daytona Regional Chamber of Commerce has a powerful voice that drives decisions on the local, state and federal level which effect commerce. It is important that the Chamber continue to be the voice of our region’s businesses thus ensuring that our local and state policies and regulations are beneficial to business everywhere including all of our important membership stakeholders.

Objective
Actively support the involvement of the Chamber President & CEO as a key decision maker in the community by encouraging local, regional, state and national participation while ensuring the resources that will allow for a strong and visible executive team.

Action Steps
- Update the Policy Request form to include more specific information on jobs and community impact. Commit to a balanced, vetted conversation on all issues requesting Chamber support utilizing the Policy Request Form and process.
- Create a sustainable and permanent relationship with Team Volusia.
- Continue to invest in dedicated staff whose responsibility it is to drive results by acting as a conduit for our members to access and communicate with elected officials and governmental agencies.

Objective
Elevate the image of the Chamber by attracting high level speakers and presenters for key chamber programs and events.

Action Steps
- Develop a plan to ensure high level speakers are sought and secured for the Annual Dinner with broad-based, high level appeal.
- Implement an advance invitation process for all Trustee level members with special outreach, especially for limited capacity events.

Objective
Enhance the Chamber’s effectiveness in the elections process ensuring that business issues are addressed.

Action Steps
- Host candidate speeches and debates to enhance involvement in the elections process.
- Develop a formal grassroots program that is segmented by issues and develop a tracking mechanism to monitor member involvement.
- If appropriate plan a trip to Washington, DC. Include a briefing with the US Chamber staff and communicate national issues to elected officials that impact local business.
- Consider the development of a national, state, or local political action committee.
- Distribute elected officials scorecard to elected officials and media.*
Demonstrate Organizational Excellence

In order to provide the greatest benefit to our members and employees, the Daytona Regional Chamber of Commerce will continue to achieve operational excellence through standards of excellence indicated by Accreditation. This assures enhanced financial stability and accountability further solidifying our future viability in an environment that promotes the engagement and professional development of its volunteers and professional staff.

Objective
Provide a structure to ensure a strong, diverse, influential Board of Directors and engage leadership to prepare active committee structures.

Action Steps
- Develop a formal annual planning session for the entire Chamber Board to provide guidance on policy, programming and financial support.
- Encourage and implement process for Board leadership to contribute innovative ideas that will lead to positive change in the community.

Objective
Review investment policy annually, including cash management, to ensure financial stability and accountability resulting in a sound financial condition for the Chamber. Financial integrity will be assured through budget transparency and third party audit review. By establishing a sound financial basis, the Chamber will have the capacity to produce programs that deliver member value and create a capital reserve for the future.

Action Steps
- Set policy on cash reserves and maximize investment opportunities in a conservative way.
- Strive for a contingency fund of a minimum of six months operating expenses with a stretch goal of one year.

Objective
Establish a professional development plan that enhances staff and volunteer effectiveness in support of the Chamber mission. The plans will also leverage effective succession planning to ensure development of diverse skills as positions open within the organization.

Action Steps
- Provide training tools for committee leadership and active members in a formal and structured setting on an annual basis.
- Review tenure of employees and ensure proper onboarding tools are being developed for easy succession.
- Provide broad-based training opportunities for all staff positions.
Objective
Create a process to communicate success and share results of the Chamber’s activity with the business community.

Action Steps
- Develop and implement a communications plan that visually and frequently tells the story of the Chamber.
- Assign a task force to develop a plan to celebrate the Chamber’s centennial anniversary in 2019.

Objective
Evaluate the current Chamber facilities and possible needs over the next ten years to ensure a professional and productive work environment for the organization.

Action Steps
- Form a task force to work in conjunction with the Foundation Board to ensure the long-term viability of professional Chamber facilities.
- Work with staff to form a vision plan for personnel of the organization based on the final recommendations of the Strategic Plan. Discuss possible outsourced positions and shared positions impactful to the Chamber’s mission.
Drive Member Value
The Daytona Regional Chamber will create great value for member investments by developing innovative forms of engagement which work to enhance educational program offerings, face to face engagement opportunities and most importantly business advocacy that cooperatively works to build a thriving business community.

Objective
Regularly review and communicate the value of belonging as a Chamber member through targeted and customized engagement based on member demographics.

Action Steps
- Investigate ways to increase membership and market penetration with a target to diversify membership demographics. Establish attainable metrics to regularly analyze the retention and recruitment of members.
- Target and pursue mission members who understand the value of the Chamber as a builder of a stronger community.
- Determine evaluation process for activities focusing on a return on investment statement that can be communicated with members and the community.
- Use visual dashboards and concise communications with targeted messages on advocacy, economic development, maximizing membership and educational opportunities.
- Implement new branded communication vehicles and materials for all Chamber membership levels to reflect the member’s role in building a stronger community.

Objective
Enhance engagement opportunities through networking events, Regional Business Connection Groups and more impactful educational offerings to provide an environment that translates into quality connections throughout the region.

Action Steps
- Build upon current events to include both networking and educational opportunities where appropriate.
- Partner with like-minded organizations to offer business support and education.
Objective
Develop and Implement innovative forms of engagement utilizing enhanced technology allowing for multiple methods to communicate with and activate our membership.

Action Steps
- Customize communications to member’s desire by exploring and understanding the tools available through the Chamber’s database, Weblink.
- Implement the use of text messaging to enhance members’ participation at events and activities.
- Expand upon social network opportunities by leveraging LinkedIn, Facebook, Twitter and other business focused networks.
- Explore virtual meetings for certain activities at the Chamber.
- Research opportunities to increase member engagement through possible development of a Chamber App.

**Measurable Outcomes for success**

<table>
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<tr>
<th>Measurement</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<tbody>
<tr>
<td>Member Retention Number</td>
<td>80%</td>
<td>82%</td>
<td>84%</td>
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<tr>
<td>Member Retention Dollars</td>
<td>87%</td>
<td>88%</td>
<td>89%</td>
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<tr>
<td>First Year Members</td>
<td>38%</td>
<td>44%</td>
<td>50%</td>
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