Strategic Plan

2014 - 2017

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<u>Internal Documents:</u>

To advocate for the best interests of the business community
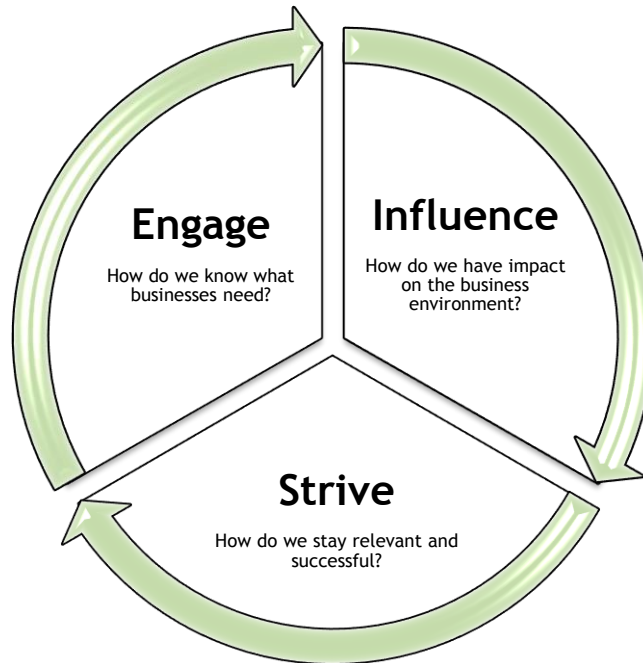
pur·pose [pur-puh s]

noun

1. the reason for which something exists or is done, made, used, etc.
2. an intended or desired result; end; aim; goal.
3. determination; resoluteness.
4. the subject in hand; the point at issue.
5. practical result, effect, or advantage; *to act to good purpose*.

verb

6. to set as an aim, intention, or goal for oneself.
7. to intend; design.
8. to resolve (to do something): *He purposed to change his way of life radically.*

"Purpose." Dictionary.com. Dictionary.com, n.d. Web. 23 July 2013.

This portion of the Knoxville Chamber's strategic plan will focus on fulfilling the Chamber's purpose of advocating for the business community. In this section, the Chamber will identify ways to engage the business community, define and obtain necessary resources, and create and perform efficient processes that empower the Chamber to speak on behalf of the business community.

Engage
How do we know what businesses need?

Influence
How do we have impact on the business environment?

Strive
How do we stay relevant and successful?

Objective: To engage the business community

Strategy: Enhance awareness of business resources offered by the Chamber as well as by others in our region

The Knoxville Chamber will develop a collaborative approach to communication by utilizing existing media such as the Commerce newsletter and the Weekly eDigest as well as social media outlets. We will expand the Chamber's reach by re-engaging existing partnerships and pursuing new partnerships when relevant.

Strategy: Provide relevant resources that add value to the business community

We will deliver significant events, tiered benefits, research information, and other programs that benefit businesses. We will work toward a customized approach that makes quality resources available and attainable for the appropriate businesses. The Chamber will work with our regional partners to enhance the resources available within the area.

Strategy: Ask business community about their needs and adapt accordingly

The Chamber will identify the needs of the business community by creating both formal and informal processes to assess needs. We will work to convert the provided feedback into action and create an agile approach to the creation and evaluation of our programs.

Strategy: Create a back and forth dialog between business and Chamber

We will build a foundation for open conversation between businesses and the Knoxville Chamber by encouraging businesses to participate in roundtables, forums, and/or committees.

Key Indicator(s) of success:

- Membership Retention Rate
- Volunteer Hours
- Number of events/Number of registrants for events
- Number of minority/veteran/woman-owned business counseled through PROPEL
- Social Media Metrics (likes, shares, followers, re-tweets, etc)

Objective: To influence the business climate

Strategy: Lead Innovation Valley, the region's economic development initiative
The Knoxville Chamber will work with Innovation Valley partners to create jobs, increase wages, and generate capital investment. Innovation Valley will implement aggressive business recruitment and retention efforts, increase focus on talent retention and development, make entrepreneurship and innovation a priority, and promote sustainability[1] within the region.

Strategy: Build relationships between business community and elected officials as well as between staff and elected officials
We will enhance involvement and understanding between businesses and elected officials through events, workshops, stakeholder updates, and outreach efforts. We will be a trusted resource and advisor to elected officials regarding business-related topics whenever appropriate.

Strategy: Be visible to various groups and knowledgeable so that their questions are answered
The Chamber will participate in existing organizations through speaking engagements to share information. We will also encourage staff to create individual connections through their involvement with various groups within the community. We will build credibility by providing important information to assist these groups in taking action or making decisions.

Strategy: Encourage workforce readiness by supporting education reform and higher standards
The Chamber will continue to build relationships with educators, the school board, and local school administration staff in order to inform them of skills needed by employers.

Strategy: Promote sound public policy
We will adhere to the Chamber's mission by selecting business-related issues to endorse. We will accurately represent the interests of the business community by properly identifying and assessing these issues with the assistance of our government relations committee, executive committee, and board of directors.

Key Indicator(s) of Success:

- Number of net new jobs created by business expansion or relocation
- Amount of capital investments for new or expansion projects
- Increase in annual wages
- Number of relocation packets distributed
- SpeakUp4Biz utilization/issue success
- PAC initiatives/issue result

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[1] Strategic Priorities from Innovation Valley 2.0 Blueprint

Objective: To strive for distinction

Strategy: Create environment that nurtures staff development and teamwork
The Knoxville Chamber will foster teamwork by creating Chamber-wide awareness of our organizational goals and activities. We will maximize staff potential by providing professional development opportunities, creating avenues for input on organization processes and direction, and focusing on collaboration. We will continue to develop a staff of volunteers who work beyond the scope of their job title to ensure each individual is supporting the organization's goals.

Strategy: Celebrate our accomplishments
We will utilize existing media outlets to increase awareness of the Chamber's activities and successes. We will recognize staff for exceptional results whenever possible.

Strategy: Be a national leader by ACCE, IEDC, and US Chamber standards
We will focus on the foundation of the organization by challenging ourselves to exceed industry standards. We will identify successful programs through our staff's participation in industry-specific opportunities as well as through existing relationships. The Chamber will implement relevant recommended programs.

Strategy: Embrace change and innovation
The Chamber will focus on having the right technology in place to exceed expectations. We will empower staff to make improvements through our culture of adapting to change and flexibility. We will also drive change and innovation in the business community by focusing on new and upcoming trends and communicating relevant topics to businesses.

Key Indicator(s) of Success:

- New member sales revenue
- Change in net assets
- Employee engagement
- ACCE/IEDC/US Chamber distinctions
- Industry comparisons (ACCE Operations survey)

For Knoxville to be America's Best Business Address

vi·sion [vizh-uh n]

noun

1. the act or power of sensing with the eyes; sight.
2. the act or power of anticipating that which will or may come to be: *prophetic vision; the vision of an entrepreneur*.
3. an experience in which a personage, thing, or event appears vividly or credibly to the mind, although no actually present, often under the influence of a divine or other agency: *a heavenly messenger appearing in a vision*.
4. something seen or otherwise perceived during such an experience: *The vision revealed its message*.
5. a vivid, imaginative conception or anticipation: *visions of wealth and glory*.

verb

1. to envision: *She tried to vision herself in a past century*.

"Vision." Dictionary.com. Dictionary.com, n.d. Web. 23 July 2013.

The Knoxville Chamber will continue to guide efforts for Knoxville to become America's Best Business Address. This vision will be used to inspire staff, volunteers, and the greater business community as well as communicate the Chamber's commitment to driving regional economic prosperity.

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Appendix A – SWOT Analysis Results

*Bolded items indicate a topic that was mentioned multiple times for the specified category.

To _**engage**_ the business community

Strengths *(What does the Chamber do well?)*

- **Event Programming & Execution**
- **Networking Opportunities**
- Membership benefits
- Educational Opportunities
- **ED Efforts (Biz Recruitment/Retention)**
- Communication Vehicles
- **Ambassadors**
- Relationships with partners
- Relationships with ORNL/UT/TVA etc.
- **Social Media**
- Branding (Visually Identifiable)
- Mentor/Protégé Program
- Engaged committee members in some committees
- Partnerships with TSBDC and Others
- **Research Options (Joe Riley)**
- Benefits
- Celebrate businesses through Pinnacle Awards
- Staff relationships with businesspeople
- Diversity and inclusion focus
- **Roundtables (CEO Circle, Manufacturing)**
- Working with BPA's
- Asking for help with legislation/political issues
- Strong Image with stakeholders

Weaknesses *(What can the Chamber improve on?)*

- Communicating to business at large
- Marketing ourselves/Communicating successes
- Internal Communication
- Getting Feedback
- Current Engagement of IV Investors/BOD
- Advertising – Do not know what Chamber does
- Spotlight on us instead of members
- Existing member communication of new benefits; reminding of existing benefits
- Engage whole business community while not losing benefit to members
- Tailored Communication to business
- Listening to members
- Awareness of programming (Matching what AE's are selling)
- Attend events that are not Chamber executed or necessarily specifically invited to
- Ask why? (ex. Why not a member? Why joining now?)
- Help guide business involvement
- Communications methods (rely on email)
- Community Awareness
- Late to the party on issues
- Be ahead of the game on bringing business support to an issue
- Young leadership needs a more proactive effort
- Get stuck doing the same things

Opportunities *(What situations can the Chamber take advantage of?)*

- Manager of Innovation Valley
- Board Member Engagement/IV Investor Engagement
- Business Leadership Engagement
- Politics/Funding
- Media Outlet Utilization
- **Partnerships with BPA's, government, BBB, Media, etc.**
- Persuade the middle ground (those unsure; not extremists)
- **Industry specific roundtables (Like Manufacturing)**
- Listening to members
- Partner with SCORE
- Partnering with other orgs (Visit Knoxville)
- Ribbon Cuttings (even if not ours – still have a presence)
- Defining/Advertising who Chamber serves (What makes a small business?)
- Use of new technology (mobile, etc.)
- Young Professionals
- Utilize social media more
- Young leadership

Threats *(What situations should the Chamber avoid?)*

- Funding
- Lazy business community
- Not staying true to our mission
- Lack of awareness on what Chamber does
- Political situations not business-related
- Over-communicating topics that business may not care about
- **Political involvement**
- Members/Businesses not taking ownership
- Fear/CYA factor threatens our abilities/voice

To *influence* the business climate

Strengths *(What does the Chamber do well?)*	Weaknesses *(What can the Chamber improve on?)*
• B2B activities • Marketing region for relocation/expansion • Leadership/Staff involvement (Trust;Respect) • **Mentor/Protégé Program** • Influencing Education Issues • Recruitment of new business • Relationship with government officials • **Involvement in Education** • Giving business opportunities to network with each other • Partnerships with TSBDC and Others • PAC • **Relationship with Big 4 Chambers** • Government relations committee • **Taking a stance on issues that threaten pro-business environment** • **Have a strong voice for many**	• Not having well-rounded issue selection • Communication • Listening to white noise • Attend non-Chamber events even when not invited • **Need to influence earlier in the game** • Need to have more confidence in our voice
Opportunities *(What situations can the Chamber take advantage of?)*	Threats *(What situations should the Chamber avoid?)*
• Business to Business Activities • Regional Impact Issues (Low Air Fare, Regional Business Parks) • Challenges of bureaucracy on opening a business here • Utilizing committee for intended purpose • Partner with SCORE • Engage with non-profits • Utilization of SpeakUp4Biz • Partnering with other organizations • Getting staff involved (ex. Extreme Home Makeover) • Defining/Advertising who Chamber serves (what is a small business?) • Tailor to various community needs (N. Knox, W. Knox, etc.) • Stay in front of issues • Polarizing business issues • Celebrate business success stories	• **Reliance on public funding** • Loss of momentum with government officials due to staff change • Public Rankings that impact relocation (ex. Crime Rate) • Vocal Minority • Lack of Land • Non-business related issue involvement • Not viewed separately from other political groups' views/stance • Perception that we are large corporation Chamber that pays attention to who gives most $ • PAC endorsing candidates • Becoming too polarized • Seen as all or nothing (agree with our stance or no longer involved) • Stigma/Negative perception re: Chamber in general • School system not doing their part • Losing battles politically • Relationship with elected officials • Naysayers • Political backlash

To *strive* for distinction

Strengths *(What does the Chamber do well?)*	Weaknesses *(What can the Chamber improve on?)*
- Showcasing Results (Annual Mtg this year) - Awareness of other Chambers/Organizations - Managing IV - Financial Management - Solid Organization - Professional Staff - Skills in design (Laddy Fields) - Willingness in some cases to transform (ex. new branding) - Great staff – Willingness to volunteer - Partnerships - Research Options (Joe Riley) - Culture and atmosphere - Enough staff for everyone to specialize - Welcoming to new staff - Staff commitment - Ambassador - BHAG – ABBA (Still needs defining; but good to have) - Strategic Plan and ongoing analysis of ourselves - Diversity and inclusion focus - Staff - Current technology to process billing - Operationally sound - Thinking outside the box (sometimes) 100% effort and thoughtfulness on each initiative - Customer Service	- Professional Development for staff - Understanding what everyone does - Not identified separately from other organizations/Chambers/government bodies - More employee recognition (doing more than role - $ and accolades) **Employee Engagement/Communication** **Internal Communication** - Need chamber wide team building **Inconsistent employee reviews (form needs updated too)** - HR communication re: benefits - Management training (Not just conferences on specific subjects, but leadership/management too) **Maximize staff potential** **New employee on-boarding** - Utilizing committees/boards and have guidelines for who serves - Advertising Chamber's accomplishments - Branding/Communication (only a downtown Chamber; or only a big business Chamber) "The way it has always been done" blocking forward thinking - Internal Networking - Lack of buy-in to strategic plan **Culture** - Can be too operationally focused - Don't think outside the box on everything
Opportunities *(What situations can the Chamber take advantage of?)*	**Threats** *(What situations should the Chamber avoid?)*
- Accreditation - COY - ED Accreditation - Upskill Employees - Partnerships with other organizations - Embracing technology - Become an authority as business resource - Professional development – staff making it a priority too and communicating goals to supervisor - Staff learning more about other Chambers to see how special we are - Professional development for staff - Partnering with other organizations - Membership talent (marketing/technology etc) - Always look for ways to do something better or different - Keep up with trends	- Not staying true to our mission - Not all parties/decision makers aware of details to implement new tasks - Lack of land - Other organizations providing similar programs - Excluding/losing relationships by differentiating ourselves too much - Chamber comparisons (well, XYZ Chamber does…) - Loss of staff **"That's how we've always done it" mentality** - Naysayers - Political backlash

Appendix B – SWOT Recommendations

To engage the business community

Category: Communication

Ask business community questions throughout the year.

Possible Avenues: Facebook Polls, Annual Satisfaction & Needs Survey, LinkedIn Forums, Existing staff relationships

Follow-up Questions: How do we respond to feedback?

Next Steps:	Point Person:
1. Review existing Needs & Satisfaction survey and plan for annual assessment 2. Continue current path with Marketing Committee	1. Melissa and Gwen 2. Lori
Other Notes: • Marketing Committee has already started working toward topic-specific polls such as the Tagline and Women in Business topics. • Customer Service survey on website plays a significant role in this as well. • Existing relationships can be used to obtain feedback as well as to respond to feedback. • Feedback is useful even if it doesn't change Chamber's position/behavior as it may help change messaging.	

Communicate all programs in a unified message.

Possible Avenues: Group programs together to create a menu based on business type

Next Steps:	Point Person:
1. Review existing "What we do page" and communicate to staff 2. Review Welcome New Member email to look for other ways to customize to specific business (Reason for Joining or Business Type/Size)	1. Lori and Gwen 2. Melissa and Gwen
Other Notes: • Concept of "roadmap" fits nicely with vision of ABBA, mission of Driving Regional Economic Prosperity, and tagline of Driving Your Success • Several current items might fit this concept and/or could be expanded.	

Ensure that all staff is able to communicate Chamber mission, resources, and activities.

Possible Avenues: Have staff create 30 second commercial in a staff meeting, Ask AE's to show their sales presentation to staff, Highlight a Chamber program in each staff meeting

Next Steps:	Point Person:
1. Have staff create 30 second commercial before/during staff meeting 2. Create educational moments on vision, mission, core purpose, and core values	1. Leslie 2. Gwen

Other Notes:
• Whether commercial creation is written or performed to be determined. • Whether commercial is after series of educational segments or before to learn from what each person has to say also to be determined.

Category: Awareness

Utilize existing media outlets to create awareness of Chamber's mission, resources, and activities.

Possible Avenues: Radio Spot, Newspaper Column, Advertisement early in GKBJ to push audience to Commerce, WBIR plug at end of Newsmaker segment, Expand blogs with various authors/topics (Behind the Chamber, Membership, Sales, etc.)

Next Steps:	Point Person:
1. Make *Commerce* more interactive	1. Editorial Board

Other Notes:
• Are there radio programs that key staff could be a guest on? • Could QR codes be effective in *Commerce*? • Need to make sure that *Commerce* is listed in online table of contents for GKBJ. • 10 year anniversary of our office on Market Square might be an opportunity for us to make a splash. • "A Moment with Mike" video where Mike previews upcoming *Commerce* issue might be more entertaining and bring viewers to video content.

Show examples of how engagement with Chamber creates success.

Possible Avenues: Member spotlight at new member orientation

Next Steps:	Point Person:
1. Find candidates for spotlights	1. Melissa

Other Notes:
• NMO drawing for member spotlight has shown that some people are not comfortable with this concept. • Might open it up to entire group to see if anyone would like to participate as benefit to business. • Spotlights should highlight more than just membership.

Category: Relationships

Expand CEO Circle and Manufacturing Roundtable concept to other industries or positions.

Follow-up questions: How do we determine which industries or job positions would be appropriate? What other groups already exist? What is staff expertise?

Next Steps:	Point Person:
1. Pursue additional roundtables using IV's Targeted Industry Sectors for guidance	1. Mark and Doug L.

Other Notes:
• Advantageous for both membership department as well as economic development department.

Determine ways to reach young professionals.

Possible Avenues: "Emerging Leader" mentor/protégé program, 50/50 Power 30 with half established professionals and half young professionals

Follow-up Questions: How do we utilize existing YP groups?

Next Steps:	Point Person:
1. Determine next meeting for IVYP.	1. Existing IVYP group (Lori, Kayla, and Holly)

Other Notes:
• Leadership Knox is utilizing existing YP groups for lead generation into IntroKnox program. Is there a way to partner with them?
• KEC is working with young entrepreneurs.

Involve board members with other businesses.

Possible Avenues: Roundtable participation, Pay It Forward program

Follow-up Questions: How can we thoughtfully implement Pay It Forward program similar to Nashville Chamber?

Next Steps:	Point Person:
1. Research Pay It Forward program and determine if we should pursue.	1. Mark

Other Notes:
• Initial information from Nashville Chamber shows very promising.

Inventory existing relationships that staff have with business community and identify gaps.

Possible Avenues: "Wheel" of people and connections, Up-to-date staff bios on website, "Behind the Chamber" video series

Next Steps:	Point Person:
1. Update online staff bios annually (paired with photo update) 2. Create mock-up of "wheel" concept	1. Lori 2. Gwen

Other Notes:
• ACCE article on websites with successful staff pages showed more personalized photographs of staff around town.

Category: Resources

Implement an alphabetical index on knoxvillechamber.com similar to ACCE's Chamberpedia.

Next Steps:	Point Person:
1. None at this time	

Other Notes:
• Determined to be repetitive with existing Site Map and search feature of website.

Improve Chamber Member MD.

Possible Avenues: Define a better follow-up process from a staff member to participant, Use 323Link videos as deliverables

Next Steps:	Point Person:
1. Review Member MD in its entirety.	1. Melissa (with intern assistance)

Other Notes:
• Need to ensure that value is intact with current deliverables before pursuing new features/process.

Make 323Link videos more available.

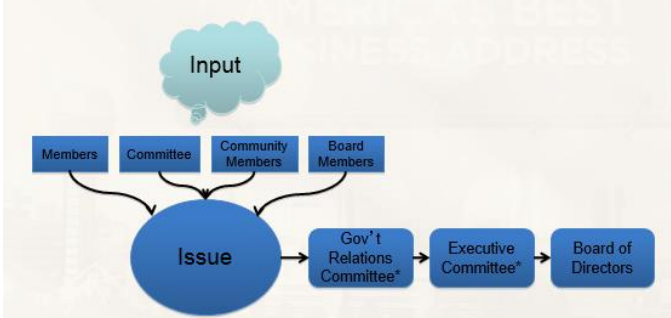| Next Steps:	Point Person:
1. None at this time	

Other Notes:
• Currently reside on website for Messer Small Business Video Library and Chamber's YouTube channel.

To influence the business climate

Category: Communication

Stay focused on mission and avoid risks in issue selection and positions taken.

Possible Avenues: Formal process for vetting, Not stepping out on issues that polarize industries or city/county

Next Steps: 1. None at this time	Point Person:

Other Notes:
• Flowchart of vetting process exists in Board Orientation (See below).

Build staff confidence in issue selection and position creation process.

Possible Avenues: Create step-by-step vetting process for staff, Send Resolutions to staff when created, Send committee notes to staff, Discuss issue in staff meetings

Next Steps: 1. Send resolutions to staff with "elevator speech" bullet points once approved. 2. Send updates to staff when appropriate.	Point Person: 1. Mike 2. Mike

Other Notes:
• Issues should continue to be discussed in staff meetings. • Encourage staff to attend board meetings for different perspective of information as well.

Instruct staff on unified message.

Possible Avenues: Create elevator speech, Give tips on professional/appropriate communication

Next Steps: 1. See previous recommendation re: elevator speech.	Point Person:

Category: Awareness

Utilize all staff in communication efforts.

Possible Avenues: Include image/link for hot topics in email signatures, Verbiage in staff voicemail greetings

Next Steps:	Point Person:
1. On a topic by topic basis, send text link to staff to drive people to more information for an issue (ex. Click here for more info on Common Core) for email signature.	1. Lori
Other Notes: • Should also send notification for when the link should be removed from signature.	

Category: Involvement

Ensure that Chamber is represented at appropriate groups.

Next Steps:	Point Person:
1. Create mock-up "wheel" of associations of staff to identify gaps.	1. Gwen

To strive for distinction

Category: Staff Expertise

Create new employee orientation program.

Possible Avenues: Utilize Board Orientation for basic overview

Next Steps:	Point Person:
1. Design employee orientation format.	1. Leslie

Provide ongoing professional development opportunities.

Possible Avenues: Lunch and Learn sessions with training options and motivational opportunities such as watching a TED talk, Dale Carnegie, Membership trades/partnerships to utilize membership talent/expertise

Follow-up Questions: Would staff participate? What topics (examples: Customer Service, Problem Solving, Conflict Resolution, Organizational Skills, 6 Thinking Caps, DISC)? Are other staff members willing to facilitate training? Could we budget for lunch or brown bag?

Next Steps:	Point Person:
1. Poll staff of topics	1. Gwen

Other Notes:
• Managers should also review professional development budgets.

Send additional staff to Chamber-specific conferences (such as ACCE/TCCE/IEDC).

Follow-up Questions: How would staff be chosen?

Next Steps:	Point Person:
1. Case by case basis	1. Department driven

Foster environment for peer-to-peer mentoring.

Possible Avenues: Match new employees with longtime employees, Evaluate skills versus needs and match staff who could help each other

Next Steps:	Point Person:
1. Research ways to implement this type of program and determine if worthwhile.	1. Leslie

Other Notes:
• Mentor should not be manager of staff person since a coaching relationship should already exist.

Category: Recognition

Make employee evaluation process more valuable.

Possible Avenues: Goal Setting and Evaluation, Utilizing strategic plan metrics and core values, Discuss professional development needs, Create process for follow-up, Use information for budgeting purposes

Next Steps:	Point Person:
1. Review existing process and update.	1. Leslie

Update "traveling trophy" recognition.

Possible Avenues: Give to more than one person a month so that everyone is looking for exceptional action from all staff (maximum of 5 people in the "chain")

Next Steps:	Point Person:
1. Eliminate traveling trophy and replace with "Kudos" section of staff meeting where staff can give recognition to anyone.	1. Leslie

Category: Organizational Growth

Effectively utilize committees.

Possible Avenues: Communicate specific action items/purpose, Create policy for committee members and involvement/attendance, Evaluate existing committees and outcomes

Next Steps:	Point Person:
1. Evaluate committee.	1. Committee leader

Fully implement HRConnection.

Follow-up Questions: Is information correct and current? Are there other features that would make site a greater tool for us? Does staff need refresher on how to use HRConnection?

Next Steps:	Point Person:
1. Make sure HRConnection is fully setup. 2. Give a refresher to staff on utilization of HRConnection.	1. Leslie 2. Leslie

Improve Staff Meeting.

Possible Avenues: Have team building section at the end, Rotate facilitator, "Community Banter" on important topics, Change time/day

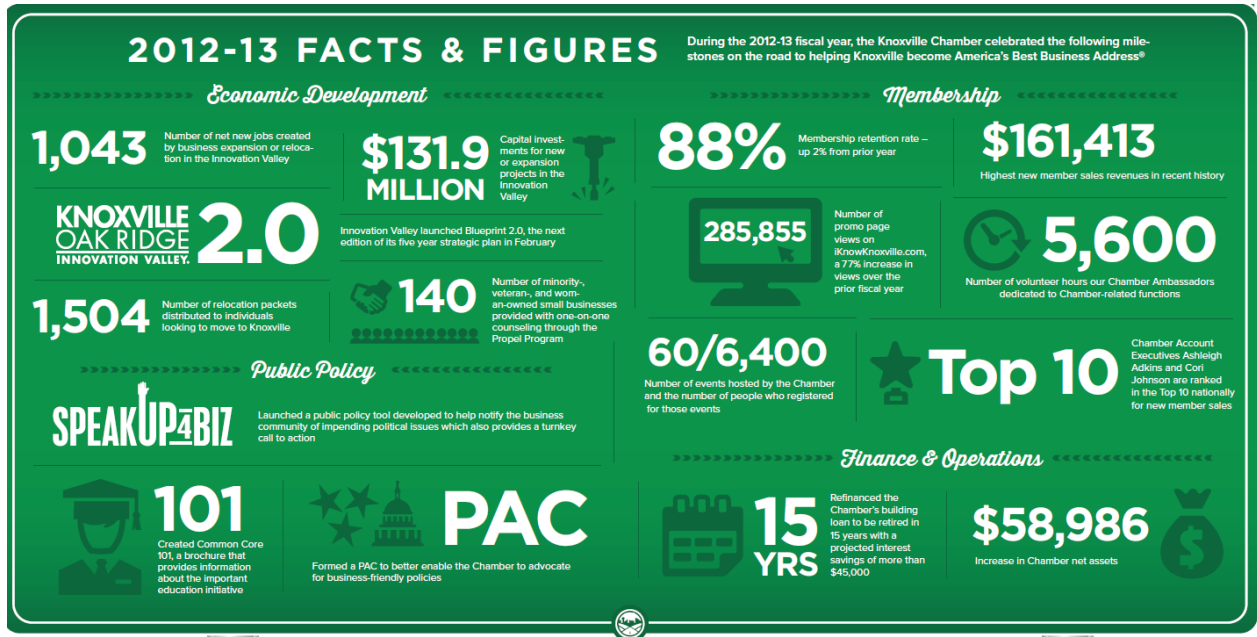| Next Steps:	Point Person:
1. Re-do animal personality team building exercise or something similar. 2. Update meeting time to 9am. 3. Utilize management meeting to determine topics to be discussed in upcoming staff meeting.	1. Michelle 2. Lori 3. All management staff

Continue to give staff outlet for feedback.

Possible Avenues: Continue brainstorming sessions regarding Strategic Plan items, Conduct annual employee satisfaction/engagement survey, Provide way to give manager feedback

Follow-up Questions: Should we allow for anonymous feedback on management or organization?

Next Steps:	Point Person:
1. Design annual employee engagement survey. 2. Continue to involve staff in strategic planning process.	1. Leslie 2. Gwen
Other Notes: • Emphasize open door policy.	

Appendix C – Measurement

2012-13 FACTS & FIGURES — During the 2012-13 fiscal year, the Knoxville Chamber celebrated the following milestones on the road to helping Knoxville become America's Best Business Address®

What matters:	Where we're going:
To engage the business community	
Membership Retention Rate	Reach **90%** and sustain
Volunteer Hours	Ambassadors will give a total of **5,600** hours
Number of events/Number of registrants for events	-Continue to offer between **55-65** meaningful member-centric events per fiscal year -Average over **6,800** registrants each year at our events
Number of minority/veteran/woman-owned business counseled through PROPEL	**25** per quarter
Social Media Metrics (likes, shares, followers, re-tweets, etc)	-Grow Twitter followers by **10%** (current= 8,039) -Grow Facebook "Likes" by **10%** (current= 2,962) -Log **25,000** video views on Youtube Channel (logged 22,300 in 2013-14)
iKnowKnoxville.com Promo Page Views	Grow annual promo page views of iKnowKnoxville.com to **475,000** (443,000 page views in 2013-14)
To influence the business climate	
Number of net new jobs created by business expansion or relocation	**575** per quarter
Amount of capital investments for new or expansion projects	**$300M** annually
Increase in annual average wages	By **2%**
Number of relocation packets distributed	**300** per quarter
SpeakUp4Biz utilization/issue success	To be reviewed based on issue

What matters:	Where we're going:
PAC initiatives/issue result	To be reviewed based on issue
To strive for distinction	
New member sales revenue	- **$142,500** for New Members - **$37,500** for Premier Partners
Change in net assets	-Increase Net Asset Value for Year End June 30, 2015 by **$18,900** -Debt Coverage Ratio of **1.25** (minimum of 1.05)
Employee engagement	-Benchmark **employee satisfaction level** to ensure continued growth: 　　Develop employee survey to understand current level of satisfaction. Review survey with management to determine action items as necessary. Implement as an annual process to continue to grow satisfaction. -Implement quarterly or semiannual **"focus groups"** of randomly selected employees to determine ways of increasing satisfaction, professional development, communication, etc. -Employee Turnover comparison - Employee Advancements
ACCE/US Chamber distinctions	-Achieve **5-star** accreditation status through US Chamber in 2015 -Have member involvement in the US Chamber Dream Big Small Business Award
Industry comparisons (ACCE Operations survey)	Rank in the **top 10%** of chambers in our category (based on ACCE Operations Survey)