STRATEGIC PLAN 2016-2020

AFRICAN AMERICAN CHAMBER OF COMMERCE

CENTRAL FLORIDA

OUR MISSION

We will be the principal advocate and the preeminent leader in fostering economic success for African American-owned businesses and the African American business community in Central Florida.





2016 BOARD OF DIRECTORS

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HNM Global Logistics

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Boy Scouts of America

Zita Steglich-Ross

Steglich-Ross Business Solutions

Jéan E. Wilson

Greenberg Traurig

Paul Wyche

Wyche & Associates, Inc.

2016 BOARD COMMITTEES AND MEMBERS

Executive Committee – Acts for and on behalf of the Board of Directors when the Board is not in session but shall be accountable to the Board for its actions.

Members

- · John Beacham, Chair
- · Ed Parker
- · Dr. Reginald Riley
- Joyce Odongo
- · Tony Coley
- Earnest DeLoach, Jr. Legal Counsel
- · Clerk Tiffany Moore Russell, Immediate Past Chair

<u>Standing Committees</u> – Permanent committees created to do its assigned work on an ongoing basis on behalf of the Chamber.

Economic Development - Develops strategies, initiatives and activities designed to enhance economic opportunities for black businesses in Central Florida.

Members

- · Clerk Tiffany Moore Russell, Chair
- Nick Archer
- · Carl Buford
- · Adrian Ellis
- · Irving Matthews
- Tony McGee

Finance - Responsible for ensuring fiscal integrity of the Chamber. Create and provide oversight of organization's fiscal policies and practices.

Members

- · Tony Coley, Chair
- · Hyzens Marc
- Ed Parker

Membership - Drives the recruitment and retention of Chamber members at various levels including trustee, corporate, small business, nonprofit organizations (i.e. churches,etc.) and individuals. <u>Members</u>

- · Ron Oats, Chair
- Al Callier
- Lyndon Carter
- · Dr. Ron Fulmore, II
- · Bruce Mount, Jr.
- Zita Steglich-Ross

Programs/Events - To oversee program development, and to monitor and assess existing programs and guarantee that the programing addresses the needs of the organization's members.

Members

- · Maritza Martinez, Co-Chair
- · Dr. Reginald Riley, Co-Chair
- Stefanie Block
- Latria Leak
- Joyce Odongo

Eagle Award - Drives the planning of the Chamber's annual signature fundraising event.

Members

- · Dr. Reginald Riley, Co-Chair
- · Latria Leak, Co-Chair
- · Leticia Adams
- Steve Brooks
- Maritza Martinez

Other Committees

Advocacy/Government Affairs - Develops and implement strategies which assist the Chamber in its role as an advocate for the creation of black business opportunities while building support for its vision, mission and programs.

Members

- · Derek Bruce, Chair
- Leticia Adams
- · Earnest DeLoach
- Maritza Martinez
- Kendall Moore
- Dr. Reginald Riley

Nominating - Recommends candidates for officer positions as well as members of the Board of Directors of the Chamber.

Members

- · Paul Wyche, Chair
- Kendall Moore
- Ron Oats
- · Dr. Reginald Riley

By-laws - Responsible for the creation and maintenance of the organization's by-laws, which is the set of rules that guide its operations and activities.

Members

- · Paul Wyche, Chair
- Earnest DeLoach
- Kendall Moore

Fundraising - Determine Board fundraising expectations and goals; provide guidance for Board

Members on meeting fundraising goals; track progress toward fundraising goals. Work with staff and consultants as required to plan and execute fundraising and events.

Members

- · Tony Coley, Chair
- · Irving Matthews
- Kyle McNeil
- · Jean E. Wilson

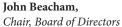
Public Relations/Communications - Create and implement a PR and marketing plan to promote the Chamber and its programs. Identify industry and general interest media outlets and key influencers to promote Chamber activities.

Members

- · Latria Leak, Chair
- · Zita Steglich-Ross

A MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT







John F. Davis, President

Over the past few months, we have asked our partners, staff and community leaders for thoughtful input and guidance to develop a strategic five-year plan for the African American Chamber of Commerce. The goal was to create a comprehensive plan that would outline our mission and vision for the organization's continued sustainability and longevity in the Central Florida area.

The planning process involved critical review of our past business decisions, organizational strengths and weaknesses, as well as looking to the future and assessing our changing business environment. As the 8th largest chamber of commerce in the region, our members have prospered during a time of tremendous growth and expanding partnerships for the AACCCF. What was once a nonprofit with a part-time executive director and office manager is now lead by a full-time president and support staff. Over the past four years, our organization has created strategic staff positions to manage our future membership recruitment and secured relationships with some of Central Florida's biggest companies including Walt Disney World, Orlando Health, Universal Orlando, the Orlando Magic, Florida Hospital, Orlando Utilities Commission (OUC) and JP Morgan Chase.

This plan, detailed in the following pages, focuses on key strategic priorities to support our continued success as an organization and provides a positive return for our members' investment. We recently completed an analysis of staff needs and capabilities to prepare the organization for new members and partnerships and evaluated how to create additional services to meet those needs in a timely way. We also released an 18-month business plan as well as developed and created a comprehensive succession plan for staff leadership that is designed to help our organization while adding staff and new program development. You will see additional changes in the weeks and months ahead and we encourage you to take a few minutes to review the plans.

Significant growth brings some challenges, but also incredible opportunities. We will continue to measure our outcomes and track the implementation of our five-year plan. Our executive leadership team and staff will use this document to ensure that we are not wavering from our commitment to excellence in the community while we grow and adapt to our members' changes needs. We look forward to a continued bright future as we set forth to create our region's newest black millionaires and leaders that will ensure the legacy of this organization.

For more than 70 years, the African American Chamber of Commerce has supported the growth of black-owned businesses in our community. Let us continue to be the leading source that connects, promotes and fosters the next generation of diverse business leaders in the Central Florida region.

John Beacham Chair, Board of Directors John F. Davis President



MISSION

The African American Chamber of Commerce will be the principal advocate and the preeminent leader in fostering economic success for African American-owned businesses and the African American business community in Central Florida.

VISION

Our vision is to serve as the leading advocate in the Central Florida area for Black-owned companies in Business Development, Wealth Creation and Economic Empowerment.

VALUES

COLLABORATION: We believe in team unity and progression. We pursue opportunities both internal and external to our organization to partner, support, and leverage the knowledge, skills, abilities, and talents for the enduring benefit of our members and our organization. We each share in the responsibility, risk, and reward of moving our organization forward.

INNOVATION: We are driven by creativity and welcome input on cutting-edge, out-of-the box tools, techniques, methods, programs, and processes. We are sensitive, however, to the pace, needs, resources, and goals of our members and therefore consider timing prior to the execution and implementation of "the new."

INTEGRITY: We believe in walking-the-talk of respect, honesty, and trustworthiness. We communicate with candor, confidence, yet consideration of our members, clients, vendors, business partner, employees, and volunteers.

EXCELLENCE: We believe quality is not only meeting, but exceeding the expectations of requirements when delivering our services, materials, programs, and products. We welcome input that will surface areas needing further attention and/or enhancement.

DEVELOPMENT: We believe in on-going learning and development, and choose to share information for the benefit of all parties we connect with. We believe that acquired education and understanding is not enough; but we believe in building the skills, abilities and wisdom of all that we support and partner with.

STRATEGIC PRIORITY #1: MEMBERSHIP RECRUITMENT AND RETENTION

Create a stronger, more engaged and diverse membership base through aggressive marketing, ease of access, and increased social and media awareness.



Offer resources and assistance to enhance and increase the number of member businesses in the region.

Action Items:

- » Identify and allocate economic research.
- » Assess member business needs/goals and develop customized ways to assist them.
- » Promote targeted opportunities for development and growth pursuant to business maturity levels.
- » Minimize operating by expanding available group cost savings opportunities.
- » Create resources to increase additional business growth.
- » Continue weekly e-blasts every Thursday, alternating between Chamber Connect and Members on the Move.
- » Generate content-rich quarterly e-newsletter with intention of moving to monthly e-newsletter.
- » *Identify membership goals by county.*
- » Drive membership growth through City of Orlando partnership.



Provide opportunities for members to promote and expand their businesses' networks.

Action Items:

- » Become the region's preferred business referral network.
- » Increase business-to-business opportunities.
- » Attend other Chambers' networking opportunities on behalf of minority-owned businesses.
- » Provide incentives for members to update and expand their on-line profiles using Chamber Master system.
- » Offer discounts for renewal and/or upgraded membership for members that surpass participation expectations.



Dedicate additional staff to membership enrollment and services.

Action Items:

- » Hire a dedicated membership staffer.
- » Send personalized introduction emails to current and potential members highlighting this dedicated resource to best assist them.
- » Ensure all staff are trained to communicate with potential members, including the use of the ChamberMaster program.
- » Continue development of USB for membership information.
- » Track all communications with members, Partners, prospective members, Board members and other key sponsors.



Highlight membership benefits to entice potential corporate and entrepreneurial members.

Action Items:

- » Conduct best practices forums for small and entrepreneurial businesses.
- » Encourage attendance at the "Breakfast with the President" for unique networking insights and opportunities.
- » Increase awareness of member rewards program and other incentives.
- » Support small and entrepreneurial businesses with a network of experts and organizations.



Expand Trustees and Corporate Partnerships **Action Items:**

- » Develop "Chamber Champion" program that benefits members and provides access to potential clients.
- » Create certification for "Chamber Champion" program.
- » Identify potential Trustees at an intimate invitation-only "meet and greet".
- » Highlight "Community Connectors" at Trustee membership level that includes 10 free general memberships.
- » Create VIP Trustee appreciation breakfast.
- » Conduct welcome receptions on a quarterly basis for highlevel African American business owners and executives.
- » Maintain and enhance database on new arrivals of prominent black business owners and entrepreneurs.

OUTCOMES:

0 - 12 Months

- » Increase corporate membership by 30%
- » Increase small business memberships by 20%
- » Build active membership to 500

12 Months - 3 Years

» Grow membership to 750

3 Years – 5 Years

» Grow membership to 1,000



Access / rely on Ambassadors for recruitment and retention. **Action Items:**

- » Encourage Board Members and community leaders to participate in select recruitment tasks: Email to group, lunch & learn, open network event with Ambassadors.
- » Send emails to current and potential members introducing Board, Leaders and accessible Ambassadors.
- » Develop and promote a network of experts and organizations to aid small and entrepreneurial businesses.
- » Establish and expand the Welcome Committee to new Ambassadors.
- » Identify potential Board Members from among active Ambassadors.
- » Improve and expand Ambassador Retreat education and planning, including Champions initiative.

STRATEGIC PRIORITY #2: BUSINESS WORKFORCE AND DEVELOPMENT

Assist African American business leaders to achieve outstanding performance and growth through entrepreneurial and business management training. Help members manage and grow their businesses with quality educational opportunities and professional development resources.



Increase access to leadership, entrepreneurial, and educational support.

Action Items:

- » Develop user-friendly listings of existing programs, services and events for handouts, website, and calendar.
- » Send email at month's end listing the next month's scheduled programs, services and events.
- » List monthly programs on Facebook and Chamber website.
- » Visually highlight Board members, Chamber Leadership and Ambassadors on Chamber website and in handouts.
- » Promote events and programs in advance, via website, Facebook, and email.



Create a network of suppliers and other business support elements.

Action Items:

- » Visually detail all major AACCCF business Partners on Chamber website and in handouts.
- » Brainstorm group cost savings opportunities for members and seek partners in needed areas.
- » Create a Supplier Diversity program for Chamber members in the greater Orlando-Metro area.



Utilize U.S. Black Chamber training resources as highlighted in its Five Pillars of Service

Action Items:

- » Review national programs, services and opportunities.
- » Design an Orlando-based program to take advantage of national offerings. (ie: A monthly mixer to view a national webinar on entrepreneurial training, etc.).



Promote the growth of best business management practices for small and entrepreneurial businesses.

Action Items:

- » Provide access to specialized training or forums on small business topics including: market development, strategic planning, financing and human resources.
- » Survey other Chambers, the SBA, and related organizations for available training resources.
- » Promote the AACCCF Boot Camp, Lunch and Learn, cubeME, Check In and Check Up, and other signature programs.
- » Encourage participation at the AACCCF Orange County location's proximity to 13 outstanding business, education, and community resources.



Initiate a Leadership Academy to foster new businesses and educate young adults.

Action Items:

- » Decide on format: in-person training, group training, mostly at-home learning with follow up sessions, etc.
- » Review free training websites to use or modify their information.
- » Develop curriculum about mastering certain basic skills in management and leadership including problem solving and decision making, planning, meeting management, delegation, communications and managing yourself.
- » File 501(c)3 for Leadership Academy.

OUTCOMES:

Black Businesses Better Positioned For Growth and Sustainability

STRATEGIC PRIORITY #3: ECONOMIC EMPOWERMENT

Maximize opportunities for members to network their businesses through Chamber facilitated programs, services, and community events.



Serve as the voice of black business by collaborating with local government and allied companies and organizations.

Action Items:

- » Create a "Primer" for Minority and Women Business Enterprise (MWBE) Certification application process at local, county and state levels.
- » Maintain and expand opportunities for African American business leaders to serve on high-profile boards, including the Orlando Regional Chamber of Commerce, Economic Development Council, The Greater Orlando Aviation Authority, and others.
- » Conduct anonymous polling for members regarding their personal experience and outcomes from their MWBE participation.
- » Develop strategic connections to enhance members business opportunities over the next 3-5 years.
- » Determine if the Chamber needs to address MWBE certification issues following the release of disparity study.



Promote and expand opportunities for Central Florida's African American businesses.

Action Items:

- » Identify key members by geographic areas to boost potential partnerships and business opportunities.
- » Create a leads group and member exchange for enhanced business-to-business networking.
- » Develop a robust supplier diversity program.
- » Develop meaningful partnerships in Brevard and Volusia Counties.



Identify and implement business opportunities for members and establish a system to track these opportunities.

Action Items:

- » Identify and implement strategic alliances with the public and private sector.
- » Create a members-only database of upcoming initiatives that boost both internal and external networking opportunities.
- » Develop a tracking system through Chamber Master to identify potential clients for members and partners.



Evaluate the creation of a Central Florida Black Business Directory.

Action Items:

- » Create searchable, electronic format directory online.
- » Review potential of allowing all black-owned businesses to register and have member companies notated.
- » Review other African American business directories to establish project scope and cost.
- » Identify potential sponsors for printed and/or online directory.

OUTCOMES:

An Array of Networking Opportunities for African American businesses

STRATEGIC PRIORITY #4: COMMUNITY ENGAGEMENT

Promote awareness of the Chamber's programs and services, as well as its' member organizations through events and public relations activities.



Deepen Chamber brand with advocacy and participation in community events, job fairs, governmental issues, political forums and projects, and faith-based programs.

Action Items:

- » Continue to identify and strengthen relationships with community alliances while refining our process to serve as pipeline for disbursement of information.
- » Launch Health Initiative.
- » Develop and implement a local media relations strategy including a calendar of key project or organizational benchmarks, essential news and notable dates of interest.
- » Explore community collaborative initiatives with partners such as Herzing University as well as area Chambers.
- » Develop Women's leadership event.



Enhance current social media/overall media presence.

Action Items:

- » Maintain a steady flow of communications to targeted audiences through social media outlets.
- » Provide information and editorials on Chamber initiatives and projects to both regional and state media outlets.
- » Continue to encourage members to have a social media presence and interact with / promote fellow member businesses.
- » Conduct program on how to use social media for small business.



Establish a presence or program in each county of service.

Action Items:

0 - 12 Months

- » Orange, Seminole & Osceola: Further expand our presence, promoting awareness of the Chamber and its Orange & Osceola county member organizations, through interactions, events and public relations.
- » Continue with Welcome Committee Development. Identify Chamber Champions in each county to welcome new members. Have current members help welcome new Neighbor Members into the fold.

<u>0 – 2 Years</u>

» Seminole - Develop meaningful partnership with Seminole State College. Encourage further educational opportunities with and professional development resources that help members manage and grow successful businesses.

1 - 4 Years

- » Brevard: Develop a strategic partnership with a key organization in the county.
- » Volusia: Develop a strategic partnership with a key organization in the county.
- » Lake: Develop a strategic partnership with a key organization in the county.
- » Develop relationships with other county Chambers.
- » Identify Ambassadors/Chamber Champions in each county.

OUTCOMES:

Presence and high level of activity in all six counties

STRATEGIC PRIORITY #5: MAXIMIZE OPERATIONS AND BUSINESS PRACTICES

Maintain and grow a highly effective Chamber. Deepen the brand and deliver value to members through productivity, efficiency and effectiveness.



Evaluate and analyze Chamber's day-to-day operations, business practices and functions for optimum use of software and personnel. Identify any areas for improvement.

Action Items:

- » Implement a comprehensive and integrated system for timely communication and responses to requests from members, prospective members, Partners, sponsors and members of the Board.
- » Continue to develop front office process/procedures.
- » Fully implement ChamberMaster function and processes; establish protocol to maximize back office system efficiency.
- » Revamp, update SOP.
- » Continue to develop internal team assessment, evaluation and development plan.



Promote the Business and Strategic Plans to improve awareness to current and future Chamber members.

Action Items:

- » Integrate elements of Plans into agendas, newsletter articles, online posts, etc.
- » Feature key components at The State of the Chamber.



Establish reserve funds for expanded staff including a dedicated Membership staffer.

Action Items:

- » Establish line of credit.
- » Continue development of Financial/ Fundraising plan.
- » Develop budget/forecast for 18+ months.



Review Board Committees to ensure alignment with Chamber

Action Items:

- » The Board should periodically review the purpose statement or parameters for each committee.
- » Create report card with quantitative vs. qualitative gauge pertaining to benchmarks and milestones of members of the
- » Conduct comprehensive and ongoing training in Chamber Master tools for all staff.



Establish criteria for maximum performance that is reportable and measurable.

Action Items:

- » Continue creation and implementation of internal coaching, development and training process/protocol.
- » Complete implementation of staff Performance Appraisal Matrix.

OUTCOMES:

12 Months - 3 Years

- » Build revenue to 500K
- » Grow staff to 5-7 people
- » Set aside reserves to 20%
- » Grow number of new trustees

3 Years - 5 Years

- » Grow revenue to \$1 million
- » Build reserves to 35%
- » Grow staff to 10-12
- » Look for funding sources/grants

PROGRAMS AND EVENTS OF THE AFRICAN AMERICAN CHAMBER OF COMMERCE

EVENTS

- Board Installation Luncheon
- · Breakfast with the President
- Business Boot Camp
- Eagle Awards Gala
- Empowerment Luncheons
- Entrepreneurs Night Out (ENO)/Business After Hours
- · How to do Business Series
- It's all about ME Member Exchange
- Political Hob Nob
- · Quarterly Members' Business Meeting
- Trustee Breakfast
- Urban Entrepreneur Roundtable (UER)
- Youth Entrepreneur Training

Eagle Awards – Annual AACCCF Signature Event – The Eagle Awards honor successful businesses and organizations that have contributed to the overall advancement of African American business in Central Florida. This signature event showcases chamber companies and brings out 400 members of our community and partners for a night of elegance, enrichment and recognition. Scheduled during January each year, this is the AACCCF's largest fundraising event.

AACCCF Fundraising / **Awareness Events** – The Chamber hosts well-attended, ticketed events that offer excellent learning and networking opportunities. Features include speakers or special guests at off-site venues with food and beverages served, and sponsors recognized. Events include:

Empowerment Luncheon (quarterly)

State of the Chamber

Political Hob Nob

Urban Entrepreneur Roundtable

AACCCF Member Meetings – The Chamber's quarterly open forums provide a platform for members to meet with AACCCF leadership and learn about our vision, mission and current Chamber operations. These events are often on-site and are promoted via our website and Facebook.

AACCCF Networking / Social – The Chamber has bi-monthly mixers open to the public, for increased exposure and expanding your network. These events, such as Entrepreneurs Night Out (ENO)/Business After Hours, are free for members (nominal charge for non-members) at Corporate Partner / Trustee-sponsored locations.

Event Workshops / **Seminars** – To help black business leaders achieve outstanding performance and growth through entrepreneurial and business management training and quality educational opportunities, the Chamber's monthly workshops expand professional development to further grow successful businesses. These events, a combination of partnerships and AACCCF facilitation, are open to the public and free for members (nominal charge for non-members). Events include:

- » Business Bootcamp for Entrepreneurs
- » How to Do Business
- » Kids Entrepreneur Workshop Series

PROGRAMMING

Ambassador Program – The Ambassador Program involves recruiting, cultivating, and empowering selected members of the AACCCF to serve as representatives of our organization in different community functions. This program provides a unique opportunity for Chamber members to expand their leadership experience and get deeper involved within our organization.

Chamber Champion – A targeted volunteerism initiative to engage AACCCF corporate partners and trustee employees to participate in chamber program and events by way of featured panelist, business coaching and professional development.

Cube ME Program – Cube ME is a specialized entrepreneur development training program in four phases. It includes a series of Roundtables with curriculum for tackling strategic planning, branding, budget planning, client acquisition, proposal / business plan writing, marketing / communications, capacity building, and accessing capital. Participants' receive a world-class toolkit essential for business growth and development.

- » Phase 1: Check-in and Check-up
- » Phase 2: Roadmap to Success
- » Phase 3: Mentor/Protégé Interaction
- » Phase 4: Assessment and Evaluation

Local Entrepreneur Advancement Program (LEAP) – AACCCF's 60-second pitch competition gives entrepreneurs the chance to articulate their vision, purpose and need for support in front of a live audience. The winner receives a \$10k grant plus coaching and training, brand ambassadorship, and affinity program exclusive "Black Advantage Card."

Reward Me – AACCCF's affinity program provides access to benefits for members through their "Black Advantage Card." Coupled with your membership ID, you'll receive discounts and commerce incentives with participating businesses.

Supplier Diversity – The AACCCF Supplier Diversity Initiative focuses on inclusion, not exclusion, by developing relationships and strategic partnerships with procurement officers, diversity and inclusion representatives, elected officials and community leaders. The Chamber will simultaneously vet and prepare our members through entrepreneur training and development and provide mentors and other opportunities.

History of the African American Chamber of Commerce of Central Florida

The African American Chamber of Commerce of Central Florida (AACCCF) stands on the shoulders of giants, reflecting the ideas and values of Booker T. Washington and W.E.B. Dubois who actively promoted the idea that creating businesses was crucial to the improvement of black lives in America.

On May 27, 1945, Arthur R. Kennedy, Orlandoís first African American City Council member, gathered a small but highly-talented team of businessmen at his Orlando home to discuss community and business empowerment issues for African Americans. These exchanges quickly evolved into a strategic alliance named the Negro Chamber of Commerce. On November 26, 1946, it became a permanent organization under the leadership of Z.L. Riley and Leroy Adams. Today, the AACCCF continues this proud heritage to grow and serve as the voice for African American businesses.



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