



LAKE HOUSTON
AREA CHAMBER
of Commerce

STRATEGIC PLAN 2017-2022

Where Business Matters



Contact Information

Chamber Name: Lake Houston Area Chamber of Commerce

Address: 110 W Main St, Humble, TX 77338

Primary Phone Number: (281) 446-2128

President/CEO: Jenna Armstrong, IOM

President's Email: jarmstrong@lakehouston.org

Current Board Chairman: Corinn Price

Chairman's Company: Insperity

Address: 19001 Crescent Springs Dr, Kingwood, TX 77339

Email: Corinn.Price@insperity.com

Phone: 281.348.3893

Board Size (Do not include ex-officio): 33

Staff Size (FTEs): 5



OUR VISION STATEMENT

The gateway where local business, global economy and quality of life come together.

OUR MISSION STATEMENT

Promote business, enhance economic and community development, and serve as a catalyst for improving the overall quality of life in the Lake Houston area.

WHERE WE'RE GOING

The Chamber's strategic plan is a five-year initiative to promote our strengths, expand our existing businesses and business opportunities, and significantly improve the economic future for all who call the Lake Houston area home. Our priorities will focus on the following:

- + **ENABLE ECONOMIC GROWTH**- ENSURE LAKE HOUSTON IS THE PREMIER LOCATION FOR BUSINESS
- + **ADVANCE COMMUNITY EXCELLENCE** - ESTABLISH AND PROMOTE THE LAKE HOUSTON AREA AS THE PLACE TO LEARN, LIVE, WORK AND PLAY
- + **DELIVER VALUE TO INVESTORS** - ATTRACT AND RETAIN INVESTORS BY EXCEEDING THEIR EXPECTATIONS
- + **BE THE VOICE OF BUSINESS** - PROMOTE AND PROTECT THE INTERESTS OF BUSINESS
- + **DEVELOP ORGANIZATION SUSTAINABILITY** - ENSURE LONG- TERM VIABILITY, GROWTH AND SUCCESS OF THE ORGANIZATION



ENABLE ECONOMIC GROWTH

Goal: Ensure Lake Houston Is The Premier Location For Business

Objective A. Develop a sustainable economic development program

Strategy A1: Develop sustainable funding

- Search for alternative funding sources
- Grow the Priority One 2.0 campaign with an emphasis on increasing the number of Pacesetter and Pacesetter Plus Investors both public and private
- Maintain steady communication with investors
- Investigate integrating the Humble Area Economic Development Foundation

Strategy A2: Benchmark against similar programs

- Compare with other Private/Public Economic Development Organizations
- Learn and implement best practices

Strategy A3: Create a communication plan for EDP

- Develop a plan using social media, website, email and print which focuses on communicating to investors, the community and target markets
- Develop EDP article content for various internal and external publication sources
- Communicate successes
- Communicate new data/announcements
- Communicate economic development news

Strategy A4: Educate community on the Economic Development Partnership work

- Communicate EDP news to the community
- Host meetings open to the community regarding Economic Development - i.e., Coffee and Conversation/Meet with Mark)
- Host economic development “how to” incentive seminars
- Monitor legislative issues that could impact economic development and job creation
- Develop Economic Development Toolkit of Federal, state & local (SALT) incentives, financing and regulatory and permitting programs available
- Investigate potential opportunity to evaluate economic impact of Humble ISD and Lone Star College as economic development market differentiators



ENABLE ECONOMIC GROWTH

Goal: Ensure Lake Houston Is The Premier Location For Business

Objective B. Increase job growth and capital investment in the Lake Houston Area.

Strategy B1: Market and promote the Lake Houston Area to attract new businesses

- Participate in regional marketing opportunities with all regional EDO alliance partners (GHP, NHEDA, etc.) (Ongoing)
- Create a marketing plan focused on attracting new business
- Revise and update LHEDP marketing collateral materials
- Use Branding Video
- Visit, host and correspond with local and national site selectors, brokers and EDOs to promote the Lake Houston area
- Visit ICSC and other targeted industry site conferences
- Update website regularly with demographics and data
- Social Media - share/retweet articles about our area

Strategy B2: Help retain and expand existing business

- Develop formal BRE program with initial emphasis on member companies with visitation goals and plans for communicating results
- Develop defined business referral resources as a result of BRE assessment
- Develop a business communities needs and growth plan
- Monitor legislative issues that could impact economic development and job creation

Strategy B3: Help recruit primary jobs to the Lake Houston market

- Develop targeted industry marketing and recruitment strategies for: Logistics/airport dependent companies, Office/regional HQs, Foreign Direct Investment (FDI), Health sciences, Energy/advanced manufacturing, Retail/tourism/entertainment
- Work with Governor's Office of Economic Development and GHP in responding to project leads

Strategy B4: Support Entrepreneurs

- Create an entrepreneur program focused on helping entrepreneurs launch and grow

Strategy B5. Serve as the catalyst for workforce development collaboration

- Organize meetings of local employers and education providers to discuss technical and social skills gaps and employment shortages
- Connect businesses with the CTE program, LoneStar College and Workforce Solutions



ENABLE ECONOMIC GROWTH

Goal: Ensure Lake Houston Is The Premier Location For Business

Objective C. Be the comprehensive resource for business information.

Strategy C1: Provide comprehensive information and specific resources for business prospects.

- Collect, update and maintain business information regarding taxes, codes, permits, land, maps, property info, use restrictions, development guidelines (Kingwood Dev. Guidelines, Friendswood Guidelines, Exxon Guidelines)
- Continue to upgrade EDP website to provide relevant & comprehensive market data online and make it easy to access
- Identify and maintain inventory of available sites and buildings LHA and incorporate properties into appropriate regional and state ED websites
- Assist developers, local brokers, and landowners in promoting their property listings in the LHA
- Partner with and promote business resources such as SCORE and Lone Star SBDC
- Develop Economic Development Toolkit of Federal, state & local (SALT) incentives, financing and regulatory and permitting programs available

Strategy C2: Support Women/Minority/Disabled/Veteran business

- Partner with entities specializing in each business certification area to further expand their reach in Lake Houston- Houston Women's Business Enterprise, Houston Minority Supplier, etc.
- Qualify members' business type on their application, follow up asking if they have their certification or go after any government contracting
- Host seminars on how to become certified and use their certification
- Provide information and opportunities targeted to Women/Minority/Disabled/Veteran owned businesses



ENABLE ECONOMIC GROWTH

Goal: Ensure Lake Houston Is The Premier Location For Business

Objective D. Lead efforts in the Lake Houston Area to recover from and prevent flooding

Strategy D1: Assist businesses in reopening and recovering

- Survey businesses to determine needs and provide solutions
- Partner to provide grants, loans, recovery planning and funding solutions for affected businesses
- Assist businesses with fast-track permitting
- Promote business re-openings to restore confidence in our area's ability to recover
- Regularly track business sales to identify and roadblocks or issues that need to be resolved
- Offer businesses guidance and assistance with creating disaster plans

Strategy D2: Serve as a leader in the disaster recovery efforts

- Collaborate with elected officials, businesses, non-profits, schools and residents to develop a Hurricane Harvey disaster recovery plan
- Advocate for and monitor progress on flood remediation and prevention projects
- Communicate progress to the entire community
- Maintain leadership roles on water and flood control boards

Strategy D3: Mitigate future flooding

- Develop regional partnerships to study and implement strategies to prevent and/or mitigate future flooding events
- Ensure infrastructure is stable and can handle rain events
- Support responsible developments that have a net zero impact to flood heights

Strategy D4: Lead community disaster planning efforts

- Convene leaders and stakeholders to create a comprehensive community disaster plan
- Develop partners to facilitate community disaster plan
- Communicate community disaster plan to the Lake Houston Area



ADVANCE COMMUNITY EXCELLENCE

Goal: Establish And Promote The Lake Houston Area As The Place To Learn, Live, Work And Play

Objective A: Foster an engaged community working together to enhance the development and quality of life in Lake Houston

Strategy A1: Establish and maintain formal connections between key business, government entities and educational institutions to inform one another and to proactively effect development

- Continue LHA Planning Council to work together with entities to identify and address the community's future needs

Strategy A2: Educate and solicit feedback from businesses and the community on developments, mobility issues and issues affecting their community

- Continue featuring speakers at BizComs to discuss transportation/mobility issues and community development
- Write and distribute articles about growth and developments through news outlets, social media, online resources
- As warranted, hold open forums to review mobility plans and solicit feedback from businesses and the community in order to relay feedback to appropriate sources.
- Partner and promote open houses hosted by TxDot, The County, The City of Humble and Houston and other municipalities as it relates to development and mobility.

Strategy A3: Facilitate creative collaboration on community priorities.

- Serve as the convener/facilitator, as appropriate, on community issues or concerns
- Utilize committees and staff to identify and respond to opportunities to lead or partner with others on community issues or concerns.
- Conduct Inner City Visits to explore best practices that will address specific community issues.
- Leverage the web site to educate and solicit feedback from the community on quality of life issues and ideas



ADVANCE COMMUNITY EXCELLENCE

Goal: Establish And Promote The Lake Houston Area As The Place To Learn, Live, Work And Play

Objective B: Establish Lake Houston as a destination

Strategy B1: Brand the Community

- Establish area media relationships to help tell our story
- Engage people and entities throughout the LHA to help establish a Community Branding Task Force to create and implement a community branding plan

Strategy B2: Research ways to formally establish a mechanism to promote the Lake Houston Area

- Research other communities and use applicable best practices
- Identify the appropriate audiences we are promoting our area to
- Determine budget and secure funding for promotion
- Integrate branding initiatives

Strategy B3: Engage community to work together to enhance the quality of life

- Create a Quality of Life Committee to determine and address Quality of Life needs in the community
- Survey community on Quality of Life Issues
- Leverage Inner City Visits to explore best practices
- Engage YEP and LLH Alumni in projects to improve the quality of life in the Lake Houston Area
- Create Sponsorships for Quality of Life projects



ADVANCE COMMUNITY EXCELLENCE

Goal: Establish And Promote The Lake Houston Area As The Place To Learn, Live, Work And Play

Objective C: Fill Leadership Gaps

Strategy C1: Develop the next generation of community and business leaders.

- Continue to offer community leadership development programs: Leadership Lake Houston and Leadership Lake Houston Alumni.
- Continue to help support, educate and mentor young business and entrepreneurs through the YEP Program

Strategy C2: Create a pipeline for community leadership.

- Target YEP and LLH Alumni for leadership opportunities within the Chamber (e.g., board, committees).
- Target YEP members to participate in the Leadership Lake Houston program.
- Tap Leadership LLH Alumni for City/County boards and commissions.
- Create, manage and communicate a list of public and non-profit sector leadership positions and contacts.
- Provide seminars on civic leadership opportunities

Objective D: Address mobility issues

Strategy D1: Be proactive with Transportation and Mobility initiatives

- Develop transportation priorities and advocate for their progress
- Publish, promote and benchmark progress on initiatives
- Foster relationships with transportation organizations (TxDot, Metro), municipalities and funding entities

Strategy D2: Educate members and the community on transportation projects and their progress

- Develop transportation project map (similar to economic development activity map) which lists current transportation projects, details and completion dates.
- Continue to host Transportation Outlook luncheon
- Host speakers on transportation and mobility issues at various meetings: BizComs, luncheons, etc.
- Write press releases and make social media posts regarding the progress of projects



DELIVER VALUE TO INVESTORS

Goal: Attract And Retain Investors By Exceeding Their Expectations

Objective A: Serve the diverse needs of the business community

Strategy A1: Assess the needs of the different types of members we serve.

- Update the database to be able to collect and mine information about our members in a more efficient and effective manner.
- Identify the values and needs of different types of members by collecting feedback.
- Utilize our youth resources (YEP) to ensure we are planning with them and not for them.
- Learn about the needs of members and non-members whose customers are outside the LHA

Strategy A2: Provide a diverse menu of benefits to meet the needs and interests of members

- Provide opportunities for members to network and develop relationships with others
- Provide educational opportunities for members.
- Identify and target opportunities for members based on their interests.
- Identify new opportunities to better meet the needs of our members.
- Provide on-demand resources that members can access when they want (e.g., webinars, LinkedIn groups, e-learning)

Objective B: The Chamber is the Essential Resource for doing business in Lake Houston

Strategy B1: Position the Chamber as the one-stop premier resource for information, support and best practices.

- Update the Chamber's current website to allow it to be the resource for businesses.
- Showcase upcoming events and opportunities through social media, e-newsletters and emails.
- Link to other business support organizations (e.g., SCORE, SBDC)
- Supply members with information about small business or professional development opportunities in the community.
- Distribute information about Chamber programs and services in the lobby and other strategic locations in the community.

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DELIVER VALUE TO INVESTORS

Goal: Attract And Retain Investors By Exceeding Their Expectations

Objective B: The Chamber is the Essential Resource for doing business in Lake Houston

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Strategy B2: Promote the value of membership

- Collect testimonials from members on how they benefited from the Chamber.
- Leverage opportunities for members to talk about their success through the Chamber (e.g., YouTube videos, testimonials on website on program site pages and Join pages).
- Use the Ambassadors to reach out to low or unengaged members to discuss the value of member benefits.
- Send members web hit statistics report semi-annually of how their business is being promoted through the chamber's work

Strategy B3: Give our members a competitive edge.

- Collaborate with internal community resources and promote what they offer.
- Provide signature programs and strategic networking opportunities for members.
- Leverage the wisdom and talents of our membership with peer-to-peer learning.
- Encourage members to do business with other members
- Educate our members on how to gain access to new markets.
- Provide opportunities for members to engage with the community and promote their businesses.
- Offer spotlight opportunities to showcase members and their businesses.
- Continue to promote members through the members-only Business Directory and on website.
- Continue to provide sponsorship opportunities for members.
- Establish industry cluster groups to allow members to address common challenges.

Objective C: Show members appreciation for their investment

Strategy C1: Help retention efforts by showing appreciation for membership and sponsorship investments

- Recognize and thank Distinguished Investors at events
- Recognize and thank our top investors (membership + sponsorships) annually
- Reach out to members regularly to thank them and see how we better serve them



DEVELOP ORGANIZATION SUSTAINABILITY

Goal: Ensure Long- Term Viability, Growth And Success Of The Organization

Objective A: Stronger Chamber Brand - Name recognition

Strategy A1: Tell our chamber story

- Create a Chamber Strategic Communication Plan for messaging to members and the community.
- Craft and disseminate a consistent message
- Conduct a collateral review of current marketing materials and the web site.
- Improve our advertising materials to better describe the tangible and intangible benefits of membership.
- Develop a brand theme and targeted messages for the community-at-large and for different types of members.
- Create new marketing materials and update current ones and the web site to use brand themes and messaging.
- Prioritize advertising to focus on the business community and maximize impact by advertising the overall Chamber instead of focusing on events.

Strategy A2: Strategic communication and visibility

- Leverage public relations opportunities that align with the Chamber's initiatives.
- Develop a social media campaign to promote the value of the Chamber.
- Consistently have representation at community and policy meetings that impact business.
- Create a Speakers Bureau to speak on behalf of the Chamber.

Objective B: Financial Sustainability

Strategy B1: Grow membership base

- Evaluate recruiting and retention practices.
- Create a targeted membership recruitment plan by size, industry and geographic location.
- Develop a membership retention plan that includes an onboarding process for new members.
- Explore and implement the best practices of other chambers.

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DEVELOP ORGANIZATION SUSTAINABILITY

Goal: Ensure Long- Term Viability, Growth And Success Of The Organization

Objective B: Financial Sustainability

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Strategy B2: Grow non-dues revenue

- Evaluate industry best practices on non-dues revenue trends.
- Explore Inner City Visits to learn the best practices of other communities.
- Continue the Total Resource Campaign as an annual fundraiser for membership, sponsorships, and advertising opportunities.
- Increase member engagement for current programs and events.
- Explore opportunities to leverage the Chamber's brand and provide for-fee services.
- Leverage local, state and national partners to provide access and special services to members.
- Evaluate financial performance on non-dues revenue sources annually.

Strategy B3: Implement Financial Best Practices

- Establish a Finance Committee to explore, benchmark, and recommend best practices in the industry.
- Maintain a minimum of three months and a maximum of six months of operational reserves.
- Create an investment plan
- Create a Financial Policies and Procedures Plan

Objective C: Operational Effectiveness

Strategy C1: Align staff resources with strategic plan

- Review and realign current programs based on the strategic plan.

Strategy C2: Work Smarter

- Create policy and procedure manual
- Identify opportunities to reduce staff time on time-consuming activities or duplication.
- Create standard operating procedures for each department



DEVELOP ORGANIZATION SUSTAINABILITY

Goal: Ensure Long- Term Viability, Growth And Success Of The Organization

Objective D: Develop a strategy to evaluate permanent facilities for the Lake Houston Area Chamber

Strategy D1: Explore facilities options

- Form a committee to evaluate facilities options
- Perform feasibility study on options
- Survey members and stakeholders on facilities options

Strategy D2: Create a Facilities Plan

- Create and facilities plan for the approved facilities option
- Secure funding for facilities plan
- Execute Facilities plan

Objective E: Attract and retain the best Chamber Team

Strategy E1: Grow and Retain Professional Staff

- Align the internal structure to deliver on the Chamber's mission and strategic plan.
- Continue to develop a strong and stable professional staff.
- Recruit interns and staff that possess the skills and passion to deliver on the Chamber's strategic plan.
- Invest in staff development opportunities on a local, regional and national level.
- Balance workloads to leverage individual staff strengths and prevent burn-out.
- Outsource workload to relieve staff burnout as long as budget allows.

Strategy E2: Continuous Strategic Leadership

- Effectively identify, recruit and educate board members and other volunteer leaders to lead strategic initiatives.
- Integrate emerging leaders into various roles and develop succession plans to ensure the Chamber has the ability to sustain its effectiveness.
- Evaluate Chamber committees and realign them to support the strategic plan.
- Review and update the By-Laws to reflect the strategic plan and current practices.
- Consider other resources (i.e., task forces) to implement strategic plan initiatives.
- Diversify Board membership through a formal board recruitment process.

2021 Program of Work

Committee/Task Force/Etc.	Participation Type	Strategic Plan Priority Goal	Strategic Plan Strategy	Purpose	2021 Goals
ADVANCE COMMUNITY EXCELLENCE					
Vice Chair:					
Atascocita, Humble, Kingwood & Summer Creek BizCom Steering Committee	Limited - At Chair's discretion	Establish and promote the Lake Houston Area as the place to learn, live, work and play	Strategy A2: Educate and solicit feedback from businesses and the community on developments, mobility issues and issues affecting their community	Inform citizens of issues affecting their community in the areas of: business and economic development activities, transportation, education and community development Provide a platform for business professionals and citizens to ask questions and seek answers pertaining to community happenings Connect businesses, schools and citizens Create an inclusive environment Position the Chamber as "information central" in the community	Develop and institute a set of standards and best practices for the BizCom programs. GOAL: Have all speakers scheduled at least six weeks in advance of BizCom •GOAL: minimum of 100 in attendance at each BizCom by offering content enticing to business and community members •GOAL: Maintain all BizCom committee records at the chamber office. Ensure all committee members are members of the chamber
Walk, Run Discover Lake Houston	Closed- Appointed by Committee Chair	Establish and promote the Lake Houston Area as the place to learn, live, work and play	B3: Engage community to work together to enhance the quality of life	Promote as a business and community health and wellness program and encourage residents to get out and explore the Lake Houston Area.	<ul style="list-style-type: none"> • Achieve NET Budget as approved by Board of Directors • Make the LH10k5k the premier health and wellness event in Lake Houston • Sign up 1,000 runners to compete (minimum of 800 10k or 5k participants) • Expand committee • Open registration two months in advance
Lake Houston Area Planning Council	Closed- Appointed by Committee Chair	Establish and promote the Lake Houston Area as the place to learn, live, work and play	Strategy A1: Establish and maintain formal connections between key business, government entities and educational institutions to inform one another and to proactively affect	Develop a Lake Houston Area Master Plan that encompasses multiple political jurisdictions that would influence the quality of life and economic development in the Lake Houston Area.	<ul style="list-style-type: none"> •Engage an exclusive group of community stakeholders •Share information of activities affecting Lake Houston •Collaborate on how to advance the community and facilitate growth
Leadership Lake Houston	Closed- Selected by Steering Committee	Establish and promote the Lake Houston Area as the place to learn, live, work and play	Strategy C1: Develop the next generation of community and business leaders.	Educate, develop and enhance existing and emerging leaders within Lake Houston	<ul style="list-style-type: none"> •Identify Emerging Leaders •Develop Leaders in the Community •Educated Leaders on the State of our Communities •Develop a Sense of Community Pride in Area Leaders •Build Relationships with Area Businesses and Leaders •Provide a Pool of New Leaders and Volunteers for the Chamber and Community •GOAL: Achieve NET Budget as approved by Board of Directors •GOAL: 30 applicants during spring recruiting

2021 Program of Work

Committee/Task Force/Etc.	Participation Type	Strategic Plan Priority Goal	Strategic Plan Strategy	Purpose	2021 Goals
Leadership Lake Houston Alumni	Open to Alumni Members	Establish and promote the Lake Houston Area as the place to learn, live, work and play	Strategy C1: Develop the next generation of community and business leaders.	The purpose of the Leadership Lake Houston Alumni is to support the Leadership Lake Houston program and to encourage, develop and promote the leadership potential of its membership through networking, continuing education, and service.	<ul style="list-style-type: none"> Engage and support graduates of the LLH Program and further their community involvement and foster connectivity between graduates. GOAL: 60% of all LLH Graduates are members GOAL: Achieve NET Budget as approved by Board of Directors
YEP	Open to YEP Members	Establish and promote the Lake Houston Area as the place to learn, live, work and play	Strategy C1: Develop the next generation of community and business leaders.	To build a leading network of community leaders dedicated to building collaborative partnerships, fostering opportunities for individual growth, and enhancing business and community development.	<ul style="list-style-type: none"> Engage, connect, inform and empower young professionals and entrepreneurs. GOAL: Maintain a membership of at least 100 YEP members GOAL: Achieve NET Budget as approved by Board of Directors

BE THE VOICE OF BUSINESS

Vice Chair: Bryan Ruth

Public Affairs	Limited- Voting members appointed by Chair. Open to member to attend	Promote and protect the interests of business	Strategy A1: Influence local, state and national policy	Our purpose is to influence our elected officials to establish regulations and policies that will improve the ability of a business to compete in the worldwide economy and continue to generate income and jobs that will help to enhance the Lake Houston Area. The issues are raised by the chamber members and evaluated by the Public Affairs Committee with a recommendation to the Board of Directors of the Lake Houston Area Chamber of Commerce. The committee will evaluate issues only, not candidates for elected office.	<ul style="list-style-type: none"> Engage and develop relationships with elected officials and their staff Engage in activities that promote a pro-business atmosphere in Lake Houston Develop legislative priorities Advocate for pro-business legislation Inform members on issues deemed significant Provide members with access to elected officials Promote activity through local media Goal: 85% vote rate. Elected officials vote in alignment with Chamber 85% Goal: Expand structure of Public Affairs Committee to increase capacity for work and include more volunteer leaders
Transportation	Closed- Appointed by Committee Chair	Promote and protect the interests of business	Strategy D1: Be proactive with Transportation and Mobility initiatives Strategy D2: Educate members and the community on transportation projects and their progress	Improve mobility in the Lake Houston Area. Educate businesses on projects and solicit feedback	<ul style="list-style-type: none"> Advocate for priorities funding and completion Track and maintain a master list of all transportation activities in the Lake Houston Area GOAL: Create a list of transportation priorities GOAL: Meet regularly GOAL: Publicize transportation activities and Chamber's role

DELIVER VALUE TO INVESTORS

Vice Chair: Tim Baker

2021 Program of Work

Committee/Task Force/Etc.	Participation Type	Strategic Plan Priority Goal	Strategic Plan Strategy	Purpose	2021 Goals
Ambassadors	Open	Attract and retain investors by exceeding their expectations	Strategy B2: Position the Chamber as the one-stop premier resource for information, support and best practices.	Ambassadors serve as a conduit between the Chamber and its existing and new members. Ambassadors build and strengthen member relations and increase membership retention.	<ul style="list-style-type: none"> The overall goal is to Refer and recruit new Chamber members, Welcome and Inform Members, Retain and Connect: <ol style="list-style-type: none"> Grow the Membership <ul style="list-style-type: none"> GOAL: Achieve new membership budgeted income as approved by the board Welcome and inform new members <ul style="list-style-type: none"> GOAL: Personally welcome 100% of new members of the Chamber Retain Members <ul style="list-style-type: none"> GOAL: Member retention 90%; New Member Retention 95% Connect Members to their preferred benefit <ul style="list-style-type: none"> GOAL: Find out new members goal for joining and help them achieve
Monthly Membership Luncheon Committee	Open	Attract and retain investors by exceeding their expectations	Strategy B1: Position the Chamber as the one-stop premier resource for information, support and best practices. Strategy B3: Give our members a competitive edge. Strategy C1: Help retention efforts by showing appreciation for membership and sponsorship investments	To enhance our monthly luncheons by exploring and engaging new speakers to help advance our businesses	<ul style="list-style-type: none"> GOAL: Secure relevant and engaging speakers for the monthly membership luncheons at least 6 weeks in advance of luncheon
Non-Profit Industry Roundtables	Closed- Approved by Chair	Attract and retain investors by exceeding their expectations	Strategy B3: Give our members a competitive edge.	Connect industry leaders to discuss relevant topics in order to identify and address opportunities and issues pertinent to their growth	Discuss industry specific issues Help find knowledgeable experts to address issues Connect industry leaders
Networking After Hours	No Committee - Attendance is open to all members			Provide a networking opportunity for members to connect with each other and introduce new chamber members. Highlight the host business.	Five After Hours planned for 2021 Attendance minimum of 75
Annual Growth Reception (NEW)	Investors at \$2,500 and Up			Invite investors of \$2,500 or more to an exclusive reception to show appreciation for their continued support of Partnership Lake Houston.	Provide value to top investors.
Seminars	Open	Attract and retain investors by exceeding their expectations	Strategy B1: Position the Chamber as the one-stop premier resource for information, support and best practices. Strategy B3: Give our members a competitive edge.	Inform businesses of new issues and trends and provide access to industry experts	Host no less than five seminars per year Provide information and access to experts on relevant business issues and topics GOAL: Annual average attendance of 15 people per seminar

2021 Program of Work

Committee/Task Force/Etc.	Participation Type	Strategic Plan Priority Goal	Strategic Plan Strategy	Purpose	2021 Goals
DEVELOP ORGANIZATION SUSTAINABILITY					
Vice Chair:					
Branding Committee	Closed- Approved by Chair	Ensure long- term viability, growth and success of the organization	Objective A: Stronger Chamber Brand – Name recognition	Brand the new partnership between the chamber and EDP	Develop Vision Statement and Mission Statement for Partnership Lake Houston by end of Q1
Chamber Golf Classic	Open	Ensure long	Strategy B2: Grow non-dues revenue	Create a relaxed environment for businesses to engage and connect away from the office and raise money for the LHA Chamber of Commerce	<ul style="list-style-type: none"> • Create a top-notch, quality experience for golfers and sponsors • Provide sponsors access to connect with other businesses and golfers • Provide volunteer opportunities for members • GOAL: Achieve NET Budgeted income as approved by the board • GOAL: 200 Golfers
Executive Committee	Closed	Ensure long- term viability, growth and success of the organization	Strategy E2: Continuous Strategic Leadership		
Finance Committee	Closed- Approved by Chair	Ensure long- term viability, growth and success of the organization	Develop Organization Sustainability: Strategy B3: Implement Financial Best Practices	Oversee the financial well-being of the organization by governing finances, making recommendations, facilitating annual review and audits	Establish a Finance Committee to explore, benchmark, and recommend best practices in the industry. (2018) Maintain a minimum of three months and a maximum of six months of operational reserves. (2020) Create an investment plan (2018) Create a Financial Policies and Procedures Plan
Governance	Closed- Approved by Chair	Ensure long- term viability, growth and success of the organization	Strategy C2: Work Smarter	Ensure the organization has in place and is adhering to relevant policy and procedures and bylaws.	Policies & Procedures Board Orientations Governing Documents Chamber Disaster Plan
Nominating Committee	Closed- Appointed by Board Chair	Ensure long- term viability, growth and success of the organization			Board Nominations (applications, resumes, recruitment of board members)
Party on the Green	Open	Ensure long- term viability, growth and success of the organization	Strategy B2: Grow non-dues revenue	Raise funds for the Chamber by promoting our work and impact in a relaxed environment which engages professionals	<ul style="list-style-type: none"> • Primary fundraising event for the Lake Houston Area Chamber • Achieve NET Budget as approved by Board of Directors • Show appreciation to golf sponsors • Provide an opportunity for businesses to showcase products and services through the auction • Provide a relaxed environment for professionals to connect and network • Promote the purpose and work of the Chamber and positively position the chamber • GOAL: 400 Attendance

2021 Program of Work

Committee/Task Force/Etc.	Participation Type	Strategic Plan Priority Goal	Strategic Plan Strategy	Purpose	2021 Goals
ENABLE ECONOMIC GROWTH					
Economic Development Council	Closed- Appointed by Board Chair	Ensure Lake Houston is the premier location for business	Strategy E2: Continuous Strategic Leadership	Develop and review the strategic direction of the economic development department	Develop the policies, procedures, business plan, and goals of the economic development department
Economic Development Annual Meeting	\$5,000 and Up Investors			2020 Purpose: Host top investors to review previous year's economic development work, highlightin partnerships contributing to the progress. Outline strategic plan and direction for the year	
Long Term Resiliency Task Force	Closed- Approved by Chair	Ensure Lake Houston is the premier location for business	Strategy D2: Serve as a leader in the disaster recovery efforts Strategy D3: Mitigate future flooding Strategy D4: Lead community disaster planning efforts	The purpose is to bring community stakeholders together to evaluate the community's needs in order to prepare and execute a long term recovery plan. Recovery, Advocacy, Communication, Prevention/Resiliency	GOAL: Engage elected officials , businesses and the community to support identified projects to help the area recover and become more resilient. Inform businesses and community members of progress.

MEMBERSHIP

BOARD

EXECUTIVE COMMITTEE

**VICE CHAIR: Advance
Community
Excellence**

- Atascocita BizCom Steering Committee
- Humble BizCom Steering Committee
- Kingwood BizCom Steering Committee
- Lake Houston 10k 5k
- Lake Houston Area Planning Council
- Leadership Lake Houston
- Leadership Lake Houston Alumni
- Summer Creek BizCom Steering Committee
- YEP

**VICE CHAIR: Be The
Voice of Business**

- Transportation
- Public Affairs

**VICE CHAIR: Deliver
Value To Investors**

- Ambassadors
- Monthly Membership Luncheon Committee
- Non-Profit Industry Roundtables
- Seminars

**VICE CHAIR: Develop
Organization
Sustainability**

- Branding Committee
- Citizen of the Year Task Force
- Chamber Golf Classic
- Executive Committee
- Finance Committee
- Governance
- Long Term Sustainability Task Force
- Party on the Green

**VICE CHAIR: Enable
Economic Growth**

- Entrepreneur Roundtables
- Economic Development Partnership Board
- Long Term Recovery Task Force



Committee Leadership Timeline

Responsible	Task	Timeline
Nominating Committee	Vice Chairs are selected	October
Incoming Chair	Vice Chairs are assigned a Strategic Plan Pillar	
Board	Committee Goals Passed	October
Incoming Chair & Incoming Vice Chairs	Committee chairs are appointed	End of October
Incoming Chair	Committee Chair Orientation	November
Staff & Committee Chairs	Staff and Committee Chair One-on-one: Decide how to accomplish the goals the board passes, job descriptions for each committee person, budget, timeline	December
Committee Chair	Committee Chair appoints sub committee chairs if needed	December
Committee Chair	Chair meets with committee to discuss goals and budget when applicable. If there is anything extra, they let staff know so we can go out and get any additional sponsorships. New sponsorships need to be approved by Vice Chair & Chamber President	January committee meeting
Committee Chair	Submit Quarterly Report	First Friday of: April, July, October and end of year report by December 31