

**Central Texas African American Chamber of Commerce**  
*“Strengthening Our Community by Empowering Business”*  
Five Year Strategic Plan

*Successful organizations establish clear priorities.*

GOALS AND OBJECTIVES

GOAL I: BUSINESS AND COMMUNITY RELATIONS

To be proactive within the community on business or public issues that affects the economic goal of the community.

Strategy 1: Chamber staff to be visible in the community and be proactive on managing key issues.

Tactics:

1. Establish the Chamber as a supporter for management of business issues that affect the community.
2. Communicate the Chamber’s role with members and other entities in the community.
3. Establish criteria and develop a process to address business issues.

Strategy 2: Issue Identification

Identify business issues that impact the membership.

Tactics:

1. Proactive identification and support of member business issues.
2. Identify resources, process and criteria to lead community discussions and development in the East Waco business community.

Strategy 3: Issue Management

It is important that the Chamber identify and address the issues important to the members and business community. Serve as a liaison between existing organizations

Tactics:

1. Establish forums for open discussion of business issues.
2. Meet with business organizations to discuss pending issues.
3. Moderate panel discussions designed to bring both sides of pending issues to light for the community at large.

GOAL II: BUSINESS RESOURCE

To serve as a resource for the business community to provide access to activities that expands and supports their businesses.

#### Strategy 1: Training opportunities

Provide resource and training opportunities to address current business issues.

##### Tactics:

1. Conduct networking opportunities including members' grand opening, mixers and open houses events
2. Host monthly business training and informational meetings.

#### Strategy 2: Resource Development

Provide access to business management support through the Chamber.

##### Tactics:

1. Develop a community business resource guide.
2. Provide a forum such as Toastmasters for business representatives to improve their business presentation and network.
3. Provide opportunities and resources for Chamber members to seek answers to business questions.
4. Provide for fully-funded, proactive, and collaborative economic development initiatives that substantially increase the number of jobs attracted to and retained throughout the Chamber's service region.
5. Serve as a clearinghouse to disseminate business information.
6. Provide benefits to directly affect the profitability of our member businesses'.
7. Develop a Small Business Council of major industry leaders to identify potential resources including a business mentoring program
8. Promote international trade, investment, and the world market economy system
9. Stimulate economic growth by promoting capital development opportunities
10. Work to increase government contracting opportunities, advocate for fair and efficient contracting process and support contract streamlining efforts.

#### Strategy 3: Increased Business Contacts

A recognized resource for business and professional contacts

##### Tactics:

1. Provide opportunities for members to interact and foster profitable business relationships.
2. Host events to increase opportunities for meaningful networking
3. Provide business improvement resources to members.
4. Identify a marketing plan to make members aware of the education and training program.

#### Strategy 4: Chamber Ambassadors

Maintain and enhance Chamber Ambassadors program to provide more personal contact for members, prospective members and the community.

Tactics:

1. To strengthen overall relationship with members by assisting with chamber events and creating awareness of the Chamber.
2. Actively attempt to recruit and retain Chamber members through contacts with local businesses.
3. Assist with representing the Chamber and identifying community goals and objectives

### GOAL III: BRAND IDENTITY

To establish a clear identity of the Chamber as the gateway for resources linking minority businesses, the East Waco community, and Fortune 500 Companies.

#### Strategy 1. Brand Identification

Establish a consistent brand for the Chamber.

Tactics:

1. Implement and maintain a brand identity program.
2. Explore establishing a Chamber sponsored newspaper column to promote chamber identity.
3. Brand all ads, publications and website to relay the same message in all mediums
4. Share the mission and vision on a consistent basis to encourage understanding and acceptance of Chamber goals.

#### Strategy 2: Member Expectations

Identify member needs and expectations and provide programming to meet those needs.

Tactics:

1. Conduct ongoing research with members to evaluate Chamber activities and establish future programming.
2. At least once a year, survey Chamber members to determine how to best support member needs.

#### Strategy 3: Chamber Marketing/Communications

Market the Chamber to members and the community.

Tactics:

1. Distribute a minimum of two newsletters annually.
2. Print a community column in the local newspapers as often as possible.
3. Build the content and use of the website to support Chamber members and serve as a resource for the entire community.

4. Develop an annual community guide to be distributed throughout the community.

#### Strategy 4: Promotions and Special Events

Implement creative and fun promotional and special events that generate community awareness and additional revenue.

#### Tactics:

1. Host an annual awards event.
2. Participate in key community special events (e.g. parades, festivals etc.)
3. Support a minimum of one community wide event that promotes businesses.
4. Assist member businesses with promotions to share with the community-at-large and other members

### GOAL IV: CHAMBER STRUCTURE

To ensure the long term viability and growth of the organization through sound fiscal management and efficient Chamber management.

#### Strategy 1: Recruitment and Retention

By adding new members or maintaining existing members, increase membership

#### Tactics:

1. Identify the value of a chamber membership.
2. Communicate the value of membership to all members and encourage members to recruit a minimum of one new member annually.
3. Establish program to encourage members to promote benefits of membership.
4. Develop an effective referral reporting system.
5. Continue looking for opportunities to provide more member benefits

#### Strategy 2: Partnerships

Establish mechanisms to support the dissemination of information throughout the Community

#### Tactics:

1. Partner with area organizations to support the dissemination of information regarding the community.
2. Establish our website as a go to resource to share local business information, community events and services with the public.

#### Strategy 3: Fiscal Management

Manage the long-term stability and viability of the Chamber through efficient fiscal management

#### Tactics:

1. Generate additional revenue streams to support ongoing growth.

2. Focus on ways to better manage existing revenue streams.

#### Strategy 4: Staff Support

Improve management structure of the Chamber to ensure excellent service for members and the community.

##### Tactics:

1. Evaluate the staffing structure to ensure the work can be accomplished.
2. Implement professional staff development program to ensure a more efficient operation
3. Recruit and train volunteers.
4. Improve office and technology infrastructure.

#### Strategy 5: Board Development

Support Chamber development through the management of a strong working Board of Directors.

##### Tactics:

1. Implement a board development plan
2. Establish a succession plan for the Board and standing committees to maximize board support.
3. Conduct a review of the strategic plan on an annual basis.
4. Develop a new board orientation for new members
5. Set goals, responsibilities and expectations for each board committee.
6. Develop a committee structure to improve membership involvement

### GOAL V: ADVOCACY

#### Strategy 1: Public Policy Support

Become a highly effective voice in advocating for our membership, to influence public policy and partnerships to facilitate responsible public decision-making.

##### Tactics:

1. Develop a legislative agenda based on community input
2. Invite members and stakeholders to present issues to Chamber Government Affairs Committee.
3. Review issues and identify key policy positions for the Chamber
4. Monitor ongoing commitments made by officials

#### Strategy 2: Develop Public Objectives

Identify appropriate means of communicating ongoing policy issues and initiatives to both members and legislators, with an emphasis on utilizing Chamber website.

##### Tactics:

1. Create and implement an alert mechanism to encourage members to participation and respond to targeted issues

2. Expand Chamber's relationship with elected officials at local, state and federal levels.
3. Collaborate with vital partners on issues specific to the community
4. Develop Public Policy Roundtable with community partners to discuss priorities, roles, responsibilities and objectives.

#### Strategy 3: Communication Plan

Establish the Chamber as the business voice on major issues that relate to Chamber priorities, including governance, transportation and infrastructure, tax and regulatory issues, land use, and economic development.

#### Tactics:

1. Communicate plans and outcomes to members using all communications vehicles available
2. Develop and implement a strategy to establish Chamber's presence on important issues
3. Periodically poll members using newsletter, Web site, and other methods to determine key issues
4. Coordinate activities with Government Affairs Committee

### GOAL VI: EDUCATION IMPROVEMENT

Strategy: The Chamber will champion the cause of education to meet the mission to provide highest quality of education at all levels.

#### Tactics:

1. Support education improvement initiatives by encouraging high standards, improved performance, accountability and rewards
2. Continue scholarship funding plan to assure educational opportunities for deserving students.
3. Support the expansion of higher education and vocational/technical programs

### GOAL VII: COMMUNITY DEVELOPMENT/QUALITY OF LIFE

Strategy: The Chamber will be the catalyst for coordinating and initiating activities to improve community development and quality of life in Central Texas.

#### Tactics:

1. Work with local government and other community organizations to develop a comprehensive development plan throughout the city and East Waco community.
2. Partner with organizations to develop and implement affordable housing programs
3. Enhance Chamber relationships with tourism organizations and partner with programs to increase the recreational usage opportunities

4. Explore a plan for improved community entrance and beautification throughout East Waco.

Approved by the Board of Directors

Date: