



## **Strategic Plan**

Impacting the Mobile Area Chamber of Commerce  
Annual Plans of Action  
2013-2015

### **The Chamber's Vision**

The Mobile Area Chamber of Commerce will be the leading catalyst for economic expansion in the Mobile area, building more opportunity and an enhanced quality of life for its citizens.

### **The Chamber's Mission**

To serve as a progressive advocate for business needs to promote the Mobile area's economic well-being.

### **Strategic Goals**

#### Jobs

Retain, expand and recruit businesses, investment and jobs in the Mobile area.

#### Advocacy

Create an environment that promotes business and community growth.

#### Value

Provide value, services, opportunities and recognition for our members.

#### Excellence

Operate the Chamber with excellence, innovation and efficiency.

## **Strategic Goal: Jobs**

**Retain, expand and recruit businesses, investment and jobs in the Mobile area.**

### **Vision:**

**By year-end 2015, the Mobile area will have steadily increased jobs, business and capital investments in our community. The Chamber will lead business engagement in more efficient workforce development initiatives.**

### **To accomplish this Vision the Chamber will:**

Exceed Partners for Growth goals for jobs, average annual salary and capital investment.

Research, develop and secure ongoing support for “Partners for Growth” economic development initiative.

Support the growth of existing businesses through an effective Business Retention and Expansion program.

Target specific industry sectors that capitalize on our natural resources, core industries, growth opportunities and infrastructure needs.

Enhance our overall economic development program through strong investor relationships and partnerships with local, state and regional economic development organizations.

Deliver outstanding small business programs and services (business assistance, training, networking and recognition.)

Provide and promote initiatives that strategically increase the growth and success of minority-owned businesses.

Expand Mobile’s international activities and leverage our import/export opportunities.

Foster partnerships and collaborate with higher education to promote and encourage job creation, workforce development, trade expansion and technology transfer.

Lead business engagement in support of the Southwest Alabama Regional Workforce Development Council – Region 9, ensuring policymakers and educators recognize the importance of preparing students to meet the critical needs of area employers.

### **Success Indicators:**

Primary Jobs Gained

Average Salary of Jobs Gained

Total Capital Invested

## **Strategic Goal: Advocacy**

**Create an environment that promotes business and community growth.**

### **Vision:**

**By year-end 2015, Mobile will have a stronger, more diversified business climate. Chamber-led efforts will have secured a more business-friendly environment and needed infrastructure improvements, balancing sustainable growth and ongoing development. Chamber programs and events will have encouraged diversity and fostered community growth.**

### **To accomplish this Vision the Chamber will:**

Advocate for the needs of business.

Promote a business-friendly climate that encourages economic growth, is responsive to business needs and supportive of business success.

Promote a tax structure that encourages business development and allows area businesses to compete, while providing for the public infrastructure to support a growing economy.

Promote regional planning and the implementation of strategies that are in the long-term best interest of the region and Gulf Coast recovery.

Promote and secure critical infrastructure improvements to support continued job growth and strategic investment in the region.

Nurture local, state and national partnerships to address our challenges, achieve legislative successes and improve our region's economic success.

Expose members to ideas and models of success from other communities and initiatives.

Promote access to economic and educational opportunities for all of the area's citizens.

Respect, embrace and value the diversity of our community.

### **Success Indicators:**

Legislative Accomplishments

Progress in Realizing the I-10 Mobile River Bridge

Progress in Economic Recovery from the 2010 Oil Spill in the Gulf of Mexico

## **Strategic Goal: Value**

**Provide value, services, opportunities and recognition for our members.**

### **Vision:**

**By year-end 2015, the Mobile Area Chamber of Commerce will be nationally recognized for consistently exceeding member expectations and delivering the value of membership.**

### **To accomplish this Vision the Chamber will:**

Strengthen the value of member programs and services in response to member needs.

Deliver outstanding customer service.

Grow Chamber membership by double-digit percentages and exceed the national average in member retention.

Market the value of Chamber membership to members and the business community.

Promote active member participation by building relationships among the Chamber staff, Chamber leadership and the membership-at-large.

Provide programming that benefits participants both professionally and personally.

Deliver the region's best opportunities for business recognition and networking.

Provide valuable professional development opportunities and problem-solving support.

Retain existing members and recruit new members.

Use leading-edge communications tools to help the Chamber and our members succeed and grow.

### **Success Indicators:**

Membership Growth and Retention

Board of Advisors Engagement and Growth

Member Satisfaction

## **Strategic Goal: Excellence**

**Operate the Chamber with excellence, innovation and efficiency.**

### **Vision:**

**By year-end 2015, the Mobile Area Chamber of Commerce will be recognized as one of the nation's best through accreditation by the U.S. Chamber of Commerce. The Chamber will be an effective, credible and vital organization known for its high standards, ethical behavior and responsive service.**

#### **To accomplish this Vision the Chamber will:**

Conduct ourselves in accordance with our values, policies and mission statement.

Efficiently manage the Chamber's operations and finances to support the strategic plan and annual plans of action.

Consistently and effectively implement the organization's personnel and volunteer policies.

Manage staff and volunteer succession planning for the health of the organization.

Improve the exposure and professional reputation of the Chamber.

Provide stable, long-term funding for the Chamber and its initiatives via an expanding membership base, non-dues income, and private and public sector funding for economic and community development programs.

Utilize the best and latest technology to serve the membership and support the mission of the Chamber.

Support diversity in every aspect of the Chamber.

Earn the U.S. Chamber's highest accreditation in recognition of excellence in the Chamber's governance, finances, governmental affairs, human resources, program development and technology.

### **Success Indicators:**

US Chamber of Commerce – Five-Star Accreditation

Healthy Chamber Finances

Membership Growth and Retention