

The Miami Christian Chamber of Commerce

Strategic Plan 2006-2008



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2006-2008 Strategic Plan

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The Miami Christian Chamber of Commerce

2006-2008 Strategic Plan

Executive Summary

The Miami Christian Chamber of Commerce (MCCC) exists to serve the South Florida Christian business community. Increasingly, Christians are seeking to integrate their faith and values with their work. The MCCC exists to help encourage and facilitate this integration. While the Christian community is generally fragmented across racial, cultural, economic, and denominational lines, the MCCC encourages business interactions which transcend these boundaries. The Bible exhorts Christians to do good to all, particularly those who are of the household of faith¹. The MCCC believes that business relationships provide an ideal mechanism by which this biblical mandate can be fulfilled, as business relationships have the potential to link people who share the same faith and values; strengthening the body of Christ and increasing its impact in the community.

Towards this end, the MCCC has two primary goals. The first goal is to help facilitate increased interaction among and between members of the local Christian faith community. More than "fellowship" (which is typically found in church or social circles), the MCCC actively encourages the formation of business relationships, particularly those which are delivered by entrepreneurs, franchisees, and/or representatives of local organizations. The MCCC believes that by facilitating face-to-face contact in a professional setting, Christians will become more familiar with what others who share the same faith and values are offering. This will allow Christians to benefit in two ways; by blessing others with business and/or referrals and by being consumers of goods and services provided by individuals who will provide these services with full *integrity* and *excellence*.

Second, the MCCC seeks to help equip Christians in business with practical tools and resources which can be *directly* applied to work activities. These tools and resources incorporate biblical principles which have been proven to significantly increase the likelihood for success. The consistent and faithful application of these Biblical principles by Christian entrepreneurs, employers, and employees will also result in an improved perception of Christians conduct in the marketplace by society at large. This in turn will result in improved opportunities for Christians to establish business relationships and more importantly to impact the community for Christ.

¹ Galatians 6:10

Background & History

The initial concept of a new Christian Chamber for Miami-Dade County began in 2003. In September of that year birth was given to the concept of a Hispanic Christian Chamber in Miami-Dade County. For several months, five individuals met regularly to develop the groundwork for this vision. These individuals were Pablo Miret, Al Otero, Tony Dieguez, Val Alvarez, and Rene Hernandez, subsequently joined by Joe Pruna.

In early 2004, the Miami Christian Chamber began laying its current foundation. Several of the founding Board members who had planted the seeds for a Christian Chamber in Miami-Dade County retired from the Board and were replaced by new Board members who would help the chamber grow to the next level. The Board grew in size from five members to twelve.

With the growth in Board size came a new strategic perspective. While the initial thrust of the Chamber was meeting the needs of local *and* international Hispanics, the new Board felt that it was a more urgent priority to provide a business Chamber for local Christian business community irrespective of cultural or ethnic distinctions. This perspective change was pivotal and led to a broader vision of a Chamber which would serve the Miami-Dade Christian Community prior to expanding internationally. As a result of this new focus, the name of the Chamber was officially changed from the *Hispanic Christian Chamber of Commerce* to *The Miami Christian Chamber of Commerce*.

In September 2004, a market research survey was conducted to identify and prioritize the needs and interests of the Miami-Dade Christian business community. This survey was distributed to a convenience sample of local Christian business representatives. The results of the survey confirmed that the concept of a Christian Chamber in Miami-Dade Country resonated well with the local business community, as 97% of respondents expressed a "High Interest" in the concept of *promoting business relationships* among Christian *business* representatives, a central goal of the Chamber.

Initial market research findings were subsequently incorporated into a Board goal-setting session. A lengthy list of potential Chamber goals was condensed into a short-list of five goals, which were subsequently prioritized. To prevent a young Chamber from losing focus, the exercise was to clarify the strategic goals of the Chamber and unify Board efforts around these goals. As a result of this activity, the goals for the Chamber were condensed into three core goals: 1) Networking to promote business relationships among and between members of the local Christian business community, 2) Providing practical Christ-centered tools and resources for businesses, and 3) Promoting biblical standards of integrity in the workplace. These three strategic goals were subsequently incorporated into Chamber mission and vision statements. While the goals of workplace evangelism and outreach to Latin America were also

considered to be worthwhile at the individual level, they were excluded from the core Chamber goals to prevent diffusion of focus. The other excluded goal, international expansion to Latin America, was considered to be a viable long-term goal to be pursued once a solid foundation for the Chamber was established in Miami-Dade County. As a result of this goal-setting process, the Board was more unified and focused and an important foundation was laid for future strategic planning efforts. The Chamber website and marketing brochures were also created to reflect the new focus of the Chamber.

In December 2004, the Board gathered socially for a holiday event at the home of one of the Board members. This activity provided the Board members with a “teambuilding” opportunity to bond at a personal level. Energized by this event, leadership was poised to make significant strides in early 2005, with the first “kick-off” networking event planned for February 2005. The event was successful, with over seventy participants converging at the Miami-Airport Radisson Hotel². The February 24, 2005 exceeded the quality and turnout expectations of participants and created a favorable first impression for the young Chamber. Despite a minimal advertising budget, word-of-mouth, local radio station support, e-mail, and word-of-mouth promotion generated enough local awareness to result in a strong turnout. At the event, the Chamber introduced a unique “round-table” networking format, which provided a high-degree of participant interaction and was very well-received³.

Following the successful kickoff event, subsequent events were planned monthly. Events would be primarily focused on networking and take place at the Miami Airport Sheraton from 6:30pm – 8:00pm. A Chamber photographer was introduced as well as a live English-to-Spanish translator. Future events were successful but experienced moderately reduced turnouts due to limited promotion. During events, many relationships were formed and guest conversations often continued beyond the event end-time. Quantity was offset by quality and participant satisfaction was strong. Despite lower than expected turnouts, the events were able to generate a small surplus as expenses were offset by new member revenue, entry fees (for catered events), and sponsorships.

In subsequent months, several short mini-seminars were presented by Chamber representatives on topics such as *Strategy and Vision*, *Biblical Employee-Employer Relations*, and *Tax Planning*. The Small Business Administration also provided a short seminar to event participants relating to services which are available to help support small business.

² Currently the Sheraton Miami-Mart Hotel.

³ The “roundtable networking” format consists of several small roundtables around which event attendees are randomly grouped. Each table participant introduces themselves to the others at the table and is directed to another table with a computer-generated grouping of new event participants. The format allows for each attendee to get a quick understanding of the other attendees and direct more focused conversation to those who have complementary business interests.

The event highlight in 2005 was a September 29th luncheon presentation entitled "*The Seven Points of Light- A Marketing Strategy*" by nationally-known speaker and author Michael Pink of *Selling Among Wolves*. A pre-event interview with Michael Pink was conducted on-air by Spirit FM coupled with spot airplay. This luncheon event was well-attended (despite poor weather) and the attendees were very impressed with the quality of the presentation.

In addition to the events described previously, 2005 was a pivotal year in that the Chamber also developed relationships with several other organizations and ministries. In April 2005, the Chamber was a booth participant at the Miami *Expolit* event, which featured numerous ministries representing Hispanic Christian media as well as nationally known speakers and musicians. This event provided the Chamber with broad exposure to both local and international attendees. In September, the Chamber participated with a table at the September *Christians in Action Trade Show*, a well-attended trade show in southern Broward County. Contact was also formed with *The Inspired Leadership Group*, a group affiliated with the nationally known Blackaby Ministries International, serving the senior Christian executives and community leaders. The Chamber also continued to forge a strong relationship with Spirit FM (WMCU). As a result of the events and relationships formed, Chamber membership increased significantly⁴.

In late 2005, the Board felt the need for a more formal strategic plan and converged for a facilitated strategic planning session to further develop goals and objectives. The Board conducted SWOT Analysis⁵ and established short and long-term goals for 2006-2008. Strategic planning was co-facilitated by two consultants on the Board. As a result of this activity, committees were formalized, the organizational chart was modified, goals and corresponding outcome measures were established. A summary of this planning session was formally presented by the Board during a Chamber Members-only event on January 19, 2006.

A new 2006 market research survey was conducted by a professional survey firm to build on insights related to the needs and interests of the Christian business community. This survey was helpful in answering questions related to the format and focus of events as well as the preferred times and event frequency. Respondent feedback revealed that 84% percent of respondents had *high interest* in doing business with others who had the same faith and values. Regarding event format, business networking events (59.9%) were preferred over biblical business seminars (41.2%), though both enjoyed strong interest. Respondents also strongly preferred evening events (64.7%) to morning (20.6%) or midday (20.6%) events. Regarding event frequency, most respondents favored monthly events (44.1%), some preferred bi-monthly events (23.5%), and a few suggested bi-monthly events (14.7%). As a

⁴ Current Chamber members are listed at http://www.miamiccc.org/member_list.htm.

⁵ SWOT Analysis is a commonly-used acronym for analysis of strategic strengths, weaknesses, opportunities, and threats.

result of this research, the Board validated that the current approach of having monthly evening events focused primarily on business networking was consistent with the needs and interests of the local business community.

In 2006, the Board shifted the event venue to The Waters of Life Café, close to Coral Gables. The venue offered a comfortable environment at a reduced cost to the Chamber. Member entry fees were waived, making this a free event. The café benefited by increased exposure during a relatively slow week night evening. The venue was extremely well-received by participants and encouraged the Board to attempt future events at similar locations throughout Miami-Dade County.

In 2006, the Chamber also had reached several other milestones. The Chamber became an official 501c-3 nonprofit organization, introduced a new Chamber phone number ending in MCCC⁶ (to aid radio spot recall), and began enhancing the Chamber database to facilitate improved e-mail communications and member renewals. In addition, several new and potential Board members were introduced to the Chamber, as well as increased volunteer staff support, helping to lay a foundation for future growth. As of August 2006, the immediate priority for the Chamber is to develop action plans at the committee-level, by-which the goals and objectives outlined in this strategic plan are to be implemented.

Heading into the Fall of 2006, the Miami Christian Chamber of Commerce was poised to build on past success and reach the next level of development. The goals associated with this achievement are outlined in the following pages.

⁶ *The new Chamber phone number, 786-293-6222 (MCCC) replaced the previous 305-569-5690 number.*

The Vision Statement:

“The vision of The Miami Christian Chamber of Commerce is to be a central forum for Miami-Dade County Christian business representatives to network and do business together; while providing a testimony of integrity and professional excellence founded upon biblical principles.”

As the name implies, *The Miami Christian Chamber of Commerce* is an organization formed to serve Christians in the Miami-Dade business community. The goal of the Chamber is to help facilitate *increased business interaction* among and between members of Christian business community while providing practical tools and resources which will help ensure that these interactions generate positive outcomes. The Chamber believes that business relationships should be rooted in a biblically-centered faith and transcend all social, geographic, ethnic, racial, and/or denominational boundaries⁷.

Of great importance to The Miami Christian Chamber of Commerce is the testimony which Christian business representatives portray by their conduct to both those within and outside the body of Christ. Too frequently it has been said that Christians in the workplace have provided a testimony which does not meet biblical (or even worldly) standards of excellence and/or integrity. We believe that gap represents a missed opportunity to glorify the name of Christ and creates a hindrance to furthering the kingdom in the workplace.

Partnering with and supporting the local church, the Chamber seeks to offer education, tools, and resources which are designed to help equip business representatives with practical principles which can be directly applied to the marketplace. Specifically, the Miami Christian Chamber of Commerce seeks to heighten awareness regarding the responsibility of Christians to provide a testimony of excellence, integrity, and consistency towards employers, employees, customers, employees, government agencies, and other stakeholders, while simultaneously providing Biblical tools and resources towards this end. Our ultimate vision is that those bearing the name of Christ would be the *preferred* employers, employees, clients, and providers of goods and services in the local community, to both Christians and non-Christians alike.

⁷ Galatians 3:28: “There is neither Jew nor Greek, there is neither slave nor free, there is neither male nor female; for you are all one in Christ Jesus.” (NKJV)

The Mission Statement:

“The mission of the Miami Christian Chamber of Commerce is to connect Christians in business relationships; through networking events, workshops, and partnership with other organizations.”

The mission of The Miami Christian Chamber of Commerce is straightforward. Our purpose is to facilitate business relationship-building among and between members of the Christian business community. The types of business, service, and personal relationships which we encourage may include the following:

- Businesses Supplier Relationships
- Business Client Relationships
- Employer – Employee Relationships
- Contractor Relationships
- Strategic Alliances Relationships
- Business Referral Relationships

What makes the Chamber *unique* among chambers is the implied level of *trust* which stems from a common faith and value system and is rooted in Biblical principles which apply directly to business. While other Chambers seek to promote business relationships among and between members based upon common geographical, ethnic, or industry relationships. There is no greater unifier in business than *trust*, and this stems from a common faith and value system. The Chamber thus places great emphasis on high-integrity conduct as well as professionalism, to ensure that this trust is well founded and the testimony of Christians in business is not reproached.

Another distinctive of The Miami Christian Chamber of Commerce is that members are strongly encouraged to actively serve other chamber members rather than solely seek what they can gain⁸. This service may be expressed through direct business opportunities, referrals, hiring, and/or quality goods and services being provided at a fair and competitive price. At times, pro-bono services, local ministry contributions, the sharing of knowledge and expertise, and/or “in-kind” exchanges of goods and/or services may also be appropriate.

⁸ Based on the biblical found in *Philippians 2:4* and elsewhere.

The Core Values:

The Miami Christian Chamber of Commerce operates under a set of core values which are central to the Chamber and should guide decision-making. These values are never to be compromised and are intended to endure through the life of this Chamber. To build trust among and between members, all members of the Chamber should agree to apply the following principles in their day-to-day business conduct⁹.

Biblical Standards: We value conducting business activities in a manner which is excellent and above reproach, applying biblical principles which exceed worldly and legal standards. Specifically, this includes but is not limited to the following values:

- **Fair Treatment and Professionalism:** We value the provision of goods and/or services which meet or exceed marketplace expectations for quality at a fair and competitive price as well as follow-through on all verbal and/or written commitments.
- **Business Relationships:** We value promoting and encouraging business relationships among and between members to strengthen and edify the body of Christ.
- **Giving:** We value biblical principles of stewardship, particularly giving financial and in-kind contributions to the local church as well as to local ministries.
- **Work-Faith Integration:** We value the integration of faith in all spheres of life, including the marketplace.
- **Accountability:** We value members holding of one another accountable for the application of these and other biblically centered values.

⁹ As of August 2006, new member applicants agree to the Statement of Faith as well as the Core Values as part of the application process.

The Statement of Faith:

As the name implies, The Miami Christian Chamber of Commerce consists of Christian business representatives. While the Chamber is not to be considered a theological organization, Chamber members should agree to and believe in the following basic tenets of the Christian faith, as part of consideration for membership¹⁰.

We believe that Jesus Christ, though fully God became a man for the suffering of death, that He is the promised Messiah spoken of in Scripture, born of a virgin, lived a sinless life, provided for the atonement of our sins by His vicarious death on the Cross, was bodily resurrected by the power of the Holy Spirit, ascended back to the right hand of God the Father, and ever lives to make intercession for His body.

We believe in the inerrancy of Scripture, that the Bible, Old and New Testaments, in the original autographs, is the inspired, infallible Word of God, a complete written revelation of God.

We believe in one personal, transcendent, and holy God, the creator of all, Who is eternal and who manifests Himself in three separate persons: Father, Son and Holy Spirit.

We believe that all people are by nature separated from God and responsible for their own sin, but that salvation, redemption, and forgiveness are freely offered to all by the grace of our Lord Jesus Christ.

The Organizational Slogan:

“Where Faith and Business Converge”

This slogan was developed in 2006 and was considered to more succinctly convey the high-level theme of the Miami Christian Chamber of Commerce than the previously utilized slogan, “A Different Kind of Chamber”. Ultimately, the Miami Christian Chamber of Commerce is about the complete integration of biblically-based faith in the workplace.

The Board of Directors/Executive Board:

The Board of Directors of the MCCC consists of a core group of individuals committed to ensuring the success of the Chamber. A working Board, this group not only establishes the direction and initiatives of the Chamber, but actively engages in the implementation of goals and objectives.

The Executive Board of Directors:

Mr. Mark Robledo, President: Mr. Robledo has served on the Miami Christian Chamber of Commerce Board of Directors as Vice-President from 2004-2006 and currently serves as President. Mr. Robledo is also the President and founder of The Crossroads Group, a management consulting firm. Mr. Robledo offers experience in strategic planning, organizational development, team facilitation, public speaking, and marketing. He has provided consulting services to several nonprofits, including the Florida Association of Nonprofit Organizations, American Bible Society, The YMCA, and The Latin Builders Association. Mr. Robledo is active in his church Calvary Chapel Kendall as a small group Crown Financial Ministries leader. He has been married for over five years and has two children. Mark can be contacted by telephone at Tel. 305-412-0160 or by e-mail at merobledo@crossroadsgroup.com.

Mr. Luis Alvarado, Vice-President: Mr. Alvarado became actively involved with the Chamber in early 2006 and was recently elected to the Board and subsequently as Executive Board Treasurer. Mr. Alvarado also serves as the Chair of the Membership Committee. Luis V. Alvarado, MBA has been in the financial services industry since 1995. He is employed and credentialed by AXA Advisors, LLC as a Financial Consultant specializing in retirement, business continuation, and estate planning. Luis also currently serves as a Trustee member and Ambassador for the Coral Gables Chamber of Commerce. He is a member of the Education and non-profit committees of Chamber South. Luis and his wife Carol currently reside in Miramar, FL with their two children Hannah and Daniel. They currently attend New Testament Baptist Church. Luis can be contacted by telephone at Tel. (786) 423-1438 or by e-mail at luis.alvarado@axa-advisors.com.

Mr. Guillermo Luna, Executive Secretary: Mr. Luna has been involved with the Chamber since its early inception. A member of the Board of Directors since 2004, Mr. Luna currently functions as Executive Board Secretary and Chair of the Events Planning Committee. My Luna offers experience in public relations, public speaking, training, and strategic planning. He also sits on the board of Solidaridad y Esperanza and Liderazgo Juvenil. He also serves as Field Director for the nonprofit Esperanza USA, is a consultant with Buena Vision Consulting, and is actively involved with his church Coral Park Baptist Church. My Luna is married for forty years

and is the father of three children. He can be contacted by telephone at Tel. (305) 992-2045 or by e-mail at gluna@juno.com.

Mr. Lester Arana, Treasurer: Mr. Arana has served on the Miami Christian Chamber of Commerce since 2004 on the Executive Board as Chamber Secretary. Mr. Arana currently functions as acting Vice-President and Chair of the Marketing Committee. A veteran of the banking industry, he is an honors graduate from the Chapman School of Business with a concentration in finance. He is Senior Vice President and Group Leader in the Real Estate Department of Ocean Bank. He has more than a decade of applied experience in commercial real estate lending. He worked for regional and local banks in South Florida prior to assuming his current position. Mr. Arana attends and serves in a non-denomination Christian Church. He is scheduled to graduate from the Alpha and Omega Bible Institute in the summer of 2007. Lester can be contacted by telephone at Tel. (305) 801-7069 or by e-mail at larana@oceanbank.com.

The Board of Directors:

Mr. Rene Hernandez (Former President): Mr. Hernandez is a founding board member of the MCCC and has been instrumental towards the realization of its existence. Subsequent to helping form the Chamber, Mr. Hernandez served as the Chamber's first president from 2004-2006. Mr. Hernandez currently functions as Chair of the Finance and Fundraising Committee, providing extensive financial and accounting expertise and integrity. Mr. Hernandez is also a Partner at Lancellata & Hernandez, P.A., a Certified Public Accounting firm serving South Florida since 1986. Rene can be contacted by telephone at (305) 670-4848 or by e-mail at Renecpa@bellsouth.net.

Mr. Louis Cuayo: Mr. Louis Cuayo has been a Board Director since early 2005. Mr. Cuayo also serves as the Chair of the Church Relations Committee. Professionally, Mr. Cuayo is a licensed service representative for Southeast Insurance Group, Inc. and has serviced a broad range of insurance products since 2002. Currently, Mr. Cuayo is Managing Director of Southeast Insurance Corporation, specializing in aviation and marine insurance. Louis also serves in his church Calvary Chapel Biscayne Bay and can be contacted by telephone at (305) 342-6620 or by e-mail at lcuayo@southeastinsure.com.

Mr. Luis Felipe Gonzalez: Mr. Gonzalez has served on the Board since 2004 and currently serves as co-Chair of the Events Planning Committee. Bringing a wealth of experience in several areas, Mr. Gonzalez excels as a public speaker, trainer, and facilitator, with extensive experience consulting in the nonprofit industry. Mr. Gonzalez is also known as a strategic planning and Board development expert. Mr. Gonzalez has also provided consulting services for organizations such as World Vision, Abriendo Puertas, and The American Bible Society. Mr.

Gonzalez current serves in his church Iglesia Cristiana Amor and volunteers with HOPE Miami Beach and can be contacted by telephone at (305) 962-7756 or by e-mail at LUJE@msn.com.

Mr. Roger Perez: Mr. Perez has been involved with the Chamber since 2005. Combining passion with nonprofit event planning experience, Mr. Perez is a valuable member of the Board with sales, public relations, and public speaking experience. He also co-Chairs the Membership Committee. In addition to his role in the chamber, Mr. Perez also organizes the annual Miami-Dade youth outreach SonFest event impacting youth and supporting local nonprofit organizations. He has also provides a range of professional realty services at Best Investment Realty. Mr. Perez is actively involved in his church New Life Ministries. Roger is happily married and is the father of two children. Roger can be contacted by telephone at (786) 229-9165 or by e-mail at Rabb1074@aol.com.

Organizational Analysis:

Through a process of formal interviews with key stakeholders, key strengths, weaknesses, opportunities, and threats for the MCCC have been identified and are presented below. This SWOT Analysis provided critical insight which was utilized to formulate the strategic goals which are described in the following pages.

Strengths:

- Distinction of being the only independent Christian Chamber of Commerce in Miami-Dade County¹¹
- The high level of interest in the Christian Community in the concept of doing business among those who share faith and values¹²
- The preponderance of small and mid-sized businesses which are thriving in a growing local economy, in a state which is growing at 7.8%, third fastest in the country¹³
- Commitment of board leadership
- Large and expanding database of Christian contacts
- Strong relationship with Spirit FM and other ministries in the community
- Professional website and marketing collateral

Weaknesses:

- Financial and staffing constraints
- Incomplete membership package and weakly defined benefits.
- Lack of awareness of the Chamber in the local community
- No system of organizational performance measures
- No established ties with the local church community
- Less than excellent community perception of Christians in business as related to quality of work and sometimes integrity

Opportunities:

- A growing constituency of Christians in the community who seek to integrate their faith with their work
- Develop and earn a reputation that MCCC members are exemplary in their integrity, excellence, and follow-through on commitments
- Engage member base (consisting of those who have expressed a strong interest in Chamber and have paid dues) with committees and Board
- Expand into other segments of Miami-Dade County, particularly North Dade

¹¹ *The Miami Christian Chamber is not affiliated with or supported by any church or denomination.*

¹² *This interest level was validated in a 2006 online market research survey sent to local Christian business leaders. 84.4 indicated a high level of interest in doing business with others of a common faith.*

¹³ *U.S Department of Commerce, Bureau of Economic Analysis, June 6, 2006.*

- Form alliances with local Christian business and municipal leaders as well as other complementary Christian organizations
- Increase the level of business conducted among and between members. Share testimonies of such transactions
- Create basic standards of conduct by which members agree to conduct themselves
- Provide training and workshops related to applied biblical principles in the workplace
- Provide a platform for local ministries to gain exposure to the local business community

Threats:

- Low member renewal December 2006
- Poor "event retention" resulting from smaller than expected event turnout and participation
- Lack of defined membership value will hinder the ability of the Chamber to attract new members
- Financial shortfalls will limit the Chambers ability to effectively advertise via radio and/or other media
- Poor implementation of actions associated with strategic goals due to Board and committee members inability to volunteer sufficient time and focus

Strategic Goals:

Miami-Dade County is a county in which the majority of businesses are classified as small businesses. To-date, the greatest response to the Christian Chamber of Commerce has been from representatives of this group. As referenced previously, the top goals of the Miami-Christian Chamber of Commerce are to facilitate business exchanges between members of the local Christian community and to help equip local business representatives with biblically instruction which can be directly applied to the marketplace. To be realized, several tactical goals have been established for both the short-run and the long-run. These goals are listed below under the committee which has been established to develop and implement these measurable goals. Committees are led and organized by the committee Chair. Committee chair leadership if for a period of one year and involves the following responsibilities:

Committee Chair Responsibilities

- Coordinating monthly action plan meetings with committee members
- Maintaining active committee member participation and work distribution
- Reporting monthly to the Board of Directors on initiatives and measures
- Providing measures to Measurement Coordinator each month

Each of the seven committees of the Miami Christian Chamber of Commerce are described below. General goals for each committee are also listed. Each committee is chartered with the task of establishing objectives related to each of the goals below as well as developing a more formal action plan with specific steps, time-frames, and responsibilities. Committees should coordinate with other committees as needed (e.g. Marketing Committee receive information related to events from Events Committee). Objectives, actions, and measures related to committee goals will be presented to the Board of Directors once per quarter by the Chair of each committee.

1. The Executive Committee

- Provide strategic direction for chamber.
- General administrative oversight of Chamber to ensure faithfulness to core values and successful implementation of goals and objectives.
- Provide support and/or coordination for committees and the Board as needed
- Develop volunteer and staff resources
- Participate in Board development activities
- Coordinate meetings, agendas, and social events
- Help develop professional and pastoral liaison advisory boards

Monthly Measure/Reporting:

- o Board participation and growth measures

2. The Fundraising and Finance Committee Goals

- Create awareness of Chamber among potential sponsors and/or advisors through meetings, phone calls, and mailings.
- Identify and develop third-party fundraising and contribution sources
- Present quarterly financial statements to Board of Directors

Monthly Measures/Reporting:

- o Total funds raised
- o Total number of supporters (individual and/or corporate)

3. Marketing and Promotion Committee Goals

- Increase general *awareness* of the Chamber, primarily among Christian business representatives
- Effectively communicate membership value
- Develop and strengthen relationships with local media, particularly those serving the Christian community.
- Develop and maintain marketing materials (e-flyers, website announcements, etc)
- Create awareness, interest, and participation for Chamber events (e-mails, press releases, etc.)
- Develop new ways to promote the Chamber, including but not limited to events participation, alliance relationships, television, internet, radio, e-mail, and telemarketing efforts.
- Expand Chamber database. Leverage this database for promotional efforts.
- Develop system for providing rapid and adequate follow-up with those who have expressed interest in the MCCC.

Monthly Measures/Reporting:

- o Event participation count (excluding volunteers and Board members)
- o New members count
- o Total members count
- o Chamber database count
- o Media mix (template)

4. Member Relations Committee Goals

- Develop increased member value through Chamber and member-to-member discounts.
- Present membership value at events
- Follow-up with prospective members who have expressed interest
- Support existing members
- Renew existing members
- Solicit and respond to member satisfaction feedback

Monthly Measures/Reporting:

- Member Retention Rate (% of monthly expirations which renew by end of month following expiration)
- Total members count
- Member Satisfaction (survey scores)
- Next month membership expirations

5. The Event Planning Committee Goals

- Organize and coordinate logistics for Chamber events and activities
- Project manage large events and/or activities
- Provide Christian business representatives with information related to local ministries which are impacting the community.
- Develop events which promote business and referral generation
- Coordinate with Alliances Committee for seminars, speakers, and presentations
- Coordinate with volunteers and Board members to represent Chamber as needed
- Present quarterly Chamber calendar to Board during the second month of previous quarter (e.g. 4th quarter calendar should be presented by August)

Monthly Measures/Reporting:

- Event Satisfaction Survey
- Event participation count (excluding volunteers and Board members)
- Event financial gain/loss statement

6. The Chamber Alliances Committee Goals

- Develops alliances with local, national, and/or international organizations which are complementary and/or synergistic to the MCCC. Opportunities may include:
 - Cross-promotion of organizations and/or events (e-mail, website, etc.)
 - Invitations to share about the MCCC at third-party events
 - Third-party tools and resources made available to MCCC members (e.g. Job-Link, books, etc.)
 - Speakers
 - Financial and/or in-kind contributions and/or exchanges

Monthly Measures/Reporting:

- See Alliances Summary Template

7. The Church Relations Committee Goals

- Increase awareness of Chamber among local church leaders
- Develop relationships with local church leaders

- Leverage opportunities to promote the Chamber (flyers, announcements, posters, etc.) within churches
- Develop seminar opportunities
- Develop Pastoral Liaison Board

Monthly Measures/Reporting:

- o Church Alliance Summary Form

The Future of The Miami Christian Chamber of Commerce

The future of the Miami Christian Chamber is bright and the chamber has enormous potential as Miami-Dade's only independent Christian chamber of commerce. Chamber interest and growth has been strong, allowing the chamber to develop from a handful of businessmen and women with an idea into a functioning chamber of commerce. We expect the MCCC to play a vibrant role in the facilitation of increased business interaction among members of the local Christian community.

While executing the 2006-2008 Strategic Plan, the Chamber will adapt the plan to incorporate longer term goals, which include seminar expansion, increased integration with national and international Christian business organizations, and enhanced membership benefits. The MCCC expects to become a leading organizations for Christian businesses in South Florida and a catalyst for expansion of a similar chambers into other regions of the U.S. and abroad.