

HISPANIC METROPOLITAN CHAMBER STRATEGIC PLAN

2018 - 2020

Founded in 1994, the Hispanic Metropolitan Chamber of Commerce has been a partner with and advocate for the Latino community and businesses for more than twenty years. In 2017 the Chamber engaged in a strategic planning process to consider its relevance, impact, and future direction. The insights gained through that process regarding current context and emerging trends have informed our vision, mission, goals, and strategies. We are pleased to share our direction and priorities and look forward to partnering with you to advance inclusive and sustainable economic and community development.

Diana Nuñez

President, Hispanic Metropolitan Chamber of Commerce

PROCESS

The Strategic Planning Process included an exploration of how the organization is perceived and valued, as well as key trends and issues that may be important as the organization moves forward.

The inquiry included interviews and surveys of key stakeholders representing perspectives of staff, board, partners, and funders along with a review of internal documents and secondary data sources ranging from census data to reports on business trends.

In October 2017, a Strategic Planning Retreat was held to share the research findings and consider implications to the organization and the community it serves. Planning retreat participants created draft vision and mission statements and provided direction regarding the organization's value proposition, service area, and goals.

The Strategic Plan Advisory Committee further refined the drafts generated at the Planning Retreat. The full Board provided feedback on drafts and adopted the Strategic Plan in December 2017.

An Implementation Guide has been created to prioritize and stage actions between 2018 and 2020. Committees have been formed for each program as well as for Board governance. Committees may be comprised of a mix of Chamber Board members, staff, community partners, volunteers, or experts and will steward the implementation process including monitoring and mid-course adjustment.

KEY TRENDS

The following trends were identified as having important implications to the Chamber's work moving forward.

- The Latino population in Oregon is young, majority bilingual or English dominant, dispersed around the state, and increasing. This population lags on some important measures pertaining to education attainment and prosperity, though gains are being made. The number of Latino entrepreneurs is growing, though Latinos remain underrepresented with respect to business ownership and Latino businesses tend to be smaller in terms of employees and revenues. A number of business development organizations serve Latino populations, however, it is not clear who is being served, how these service providers fit together, and what gaps might exist.
- Tech innovations ranging from artificial intelligence and robotics to 3D printing, blockchain, nanotechnology, and virtual and augmented reality will continue to shape consumer expectations, modes of doing business, and business opportunities.
- Sustainability and resilience are becoming increasingly salient to the business community due to factors such as risk mitigation, new market opportunities, customer and investor demand, values alignment, cost savings, and regulatory or supply chain requirements.
- Latino participation in business development and wealth creation opportunities associated with regional clusters, including tech and innovation sectors, has been lagging.
- Increased attention to the importance of inclusive and equitable development and to the value of collaboration and collective impact provides an opportunity to more productively advance the organization's vision and mission.

VISION

Latinos prosper and contribute as business owners and industry leaders in an inclusive economy.

MISSION

Advance Latino economic and community vitality through business development, leadership, education, and advocacy.

GOALS

1. Assist Latino businesses to start, grow, adapt, and succeed.
2. Cultivate Latino career and leadership advancement to influence inclusive and sustainable community and economic development.
3. Advocate for policies and programs that contribute to Latino economic advancement and inclusive and sustainable economic development.
4. Operate as an effective and resilient organization.

SERVICE AREA & APPROACH

Our primary geographic focus is the Portland Metropolitan region including Clark County, though we address gaps and opportunities across Oregon when appropriate. We recognize the importance of collaboration and are a solid partner with a variety of public, private, and non-profit organizations.

GOAL 1: ASSIST LATINO BUSINESSES TO START, GROW, ADAPT AND SUCCEED.

What we do to achieve this goal:

- Deliver responsive member benefits and services.
- Provide high-quality, bi-lingual and culturally-specific business technical assistance.
- Identify and cultivate avenues for Latino participation in innovation and emerging industry opportunities.
- Support Latino business advancement through place-based economic development.

How we measure success:

- Latino business ownership rates.
- Success of Chamber clients.
- Chamber membership, satisfaction, and retention.

GOAL 2: CULTIVATE LATINO CAREER AND LEADERSHIP ADVANCEMENT TO INFLUENCE INCLUSIVE AND SUSTAINABLE COMMUNITY AND ECONOMIC DEVELOPMENT.

What we do to achieve this goal:

- Offer leadership programs that develop skills, capacities, and networks to promote inclusive community prosperity and vitality.
- Provide scholarships and support to help Latinos attend and succeed in college and career advancement programs.

How we measure success:

- Leadership participant capacity and position.
- Scholarship and internship recipient program completion and career advancement.
- Leadership, scholarship, and internship participant continued engagement with Chamber.

GOAL 3: ADVOCATE FOR POLICIES AND PROGRAMS THAT CONTRIBUTE TO LATINO ECONOMIC ADVANCEMENT & INCLUSIVE AND SUSTAINABLE ECONOMIC DEVELOPMENT.

What we do to achieve this goal:

- Proactively engage in relevant policy debates in the public and private sector.
- Work with partners and constituents to advocate for shared policy positions.

How we measure success:

- Policy successes.
- Perceived influence.
- Member engagement in policy activities.

GOAL 4: OPERATE AS AN EFFECTIVE AND RESILIENT ORGANIZATION.

What we do to achieve this goal:

- Continuously strengthen our Board.
- Engage in operational best practices and invest in professional development for staff.
- Secure sufficient and stable financial resources to achieve our goals.
- Build a strong and effective brand identity.
- Define and monitor measures of Latino prosperity and advancement.

How we measure success:

- Reputation.
- Financial stability.
- Staff retention.
- Staff and Board satisfaction.

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