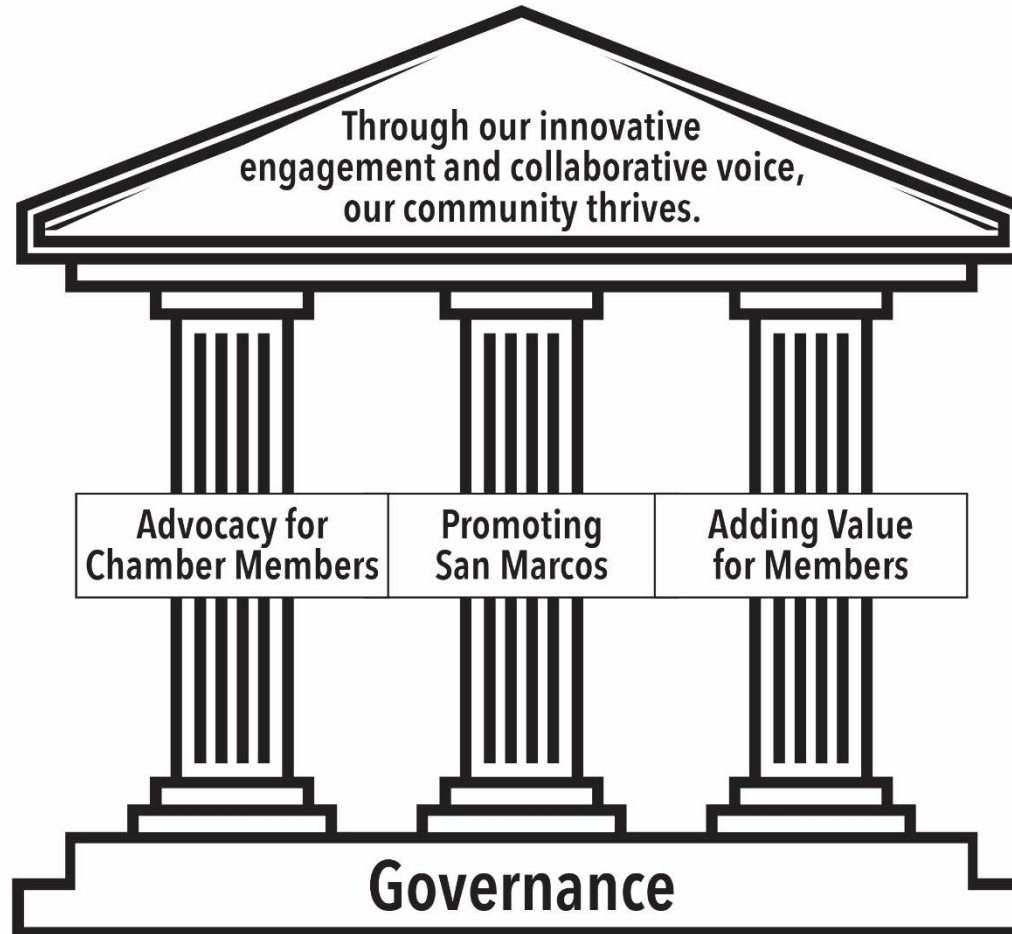




STRATEGIC PLAN
SAN MARCOS CHAMBER OF COMMERCE
2018



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PREAMBLE	<p>The San Marcos Chamber of Commerce is the voice of business in San Marcos.</p> <p>With over 50 years of service to the community we continuously evolve to meet member needs.</p> <p>A snapshot in time, this plan was developed with a 10 year focus using the most current information and business expertise available.</p> <p>It will be reviewed annually to ensure momentum remains strong and direction continues to address the needs of the membership and the community.</p>
OUR VISION	<p>Through our engagement and collaborative voice, our community thrives.</p>
OUR MISSION	<p>The chamber serves as the best resource for its members and the community to promote a positive business climate, economy, and quality of life.</p>
OUR GOALS	<ul style="list-style-type: none">• Advocate to all levels of government to meet the needs of our members.• Connect businesses and the community through unique events.• Maintain a sustainable organization by growing our membership base.

Strategic Focus	Strategic Goal(s)	Action(s)	Responsibility	Results, Measurement, Target	Completion Date
ADVOCACY FOR CHAMBER MEMBERS	Actively advocate for our members in all government arenas	1. Developing Policy Guide / Rubric	Strategic Planning Committee	Guide completed	6 months from adoption of strategic plan
		2. Host Local Candidate forum	Staff	Event hosted	Each election year
		3. Continue to Improve the process to identify and respond to key business issues	Board (including responsibility to promote surveys)	Digital surveys of members every 6 months Other surveys at events, as applicable	Results summarized and presented to board within 1 month of survey completion
		4. Develop Policy Committee	Board	Committee Formed , quarterly meetings set	TBD
		5. Maintain participation by local, regional, state and federal elected officials at Government Affairs meetings	Government Affairs	75% attendance by all elected officials / representative per year.	Ongoing

Strategic Focus	Strategic Goal(s)	Action(s)	Responsibility	Results, Measurement, Target	Completion Date
PROMOTING SAN MARCOS	Hold at least 2 unique community events each year	Street Fair	Events Committee	Cash-positive	Determine annually by each December for following year
		Taste of San Marcos	Staff		
		State of the City			
ADDING VALUE FOR MEMBERS	Maintain and Grow Membership to facilitate more Business-To-Business transaction opportunities	Achieve and maintain total membership of 400	Membership Committee	105 new members per year with 77% retention	400 total membership by 2021 Determine new membership goal annually by each December for following year
		Provide network and professional development opportunities	Host 12 events per year	Staff	Cash-positive Added value to members, 15 attendance
		Host 12 educational events per year	Staff		

Strategic Focus	Strategic Goal(s)	Action(s)	Responsibility	Results, Measurement, Target	Completion Date
ADDING VALUE FOR MEMBERS (cont.)		Host 1 Continuing Education event per year	Staff / ad hoc continuing education committee	Net revenue goal to be determined by ad hoc committee	By July 2019
	Provide a robust on-boarding experience	Enhance and maintain a strong on-boarding process for new members (Chamber 101, plaque)	Staff Membership Outreach Committee Board	Visit by Staff, Committee or Board to each new business within 30 days of sign-up. Minimum 2 board members in attendance at Ribbon Cuttings	Ongoing
	Maintain connection with existing members	Follow-ups by phone & personal visits Member spotlight on social media	Membership Committee Ambassadors	Retain 77% members 4 member spotlights per month	Ongoing