



National City Chamber of Commerce

FINAL

3 Year Strategic Plan

(2009 – 2011)

December 2009 UPDATE

March 10, 2009 Revision

Summary

The National City Chamber of Commerce (“Chamber”) has developed a 3-Year Strategic Plan based on a comprehensive S.W.O.T. analysis and organizational review at the 2008 Board Retreat Meeting and subsequent Strategic Planning Session. These two planning sessions resulted in a clear direction and vision for the Chamber as a whole. The Chamber has identified 10 Strategic Objectives and Actions Plans over the next 3 years to fulfill the vision and mission of the National City Chamber of Commerce. Each Strategic Objective is geared toward achieving specific outcomes. The overall goal of the Chamber is to become a self-sustained business organization that delivers on the needs of the business community and improves the quality of life in National City.

Mission: To increase opportunities for businesses and advocate for our membership in matters related to business, government, and community relations.

Vision: The National City Chamber of Commerce is recognized as the premier local Chamber of Commerce in the San Diego Region, is highly respected by the community as the unified voice of business, and participates as a major partner in planning the future of our community, insuring a healthy balance between economic prosperity and quality of life. The Chamber is an advocate for business friendly legislation at all levels of government, and is an organization with a strong, active membership.

The Chamber’s 3 Year Strategic Plan is a living document and will be revisited on an annual basis to assure it remains an effective and relevant planning tool. Member input is highly valued and will be considered in future revisions of the Strategic Plan. The Chamber is a proactive organization and its Strategic Plan must be sensitive to environmental, economic, and political variables. Thus, although the desired outcomes may not change, the means to achieve them may - including actions, activities, projects, and programs executed by the Chamber. Thus, it is critical that the Chamber maintain a strong relationship with the business community and community partners.

The Chamber’s relationship with key stakeholders in the community and in the region will influence member’s economic opportunities and value added benefits. It is imperative that the Chamber continue to play an active role in strengthening community, regional and even transnational ties. With close proximity to the US/Mexico border, and centrally located in the South Bay region, National city is positioned to capitalize on bi-national and regional market forces and opportunities. Partnerships will help to enhance the Chamber’s capacity for effectiveness. These partnerships should not be limited to the private sector, but should also include public/private partnerships, and the leveraging of local, state, and federal resources.

Ambassador/ Membership Committee - The National City Chamber of Commerce’s Ambassador and Membership Committee is responsible for building and sustaining a strong, pro-active membership organization, providing financial assets to support programs and initiatives necessary to ensure the Chamber continues to be a leading advocate for businesses.

Strategic Objective	Action Plans	Outcomes	Annual Goal	Ownership	Due Date	Progress Dec. 2009
#1 Enhance Member Benefits and Services to Grow Membership	1. a) Host Quarterly VIP luncheons or Host Dinner with an elected Official	Increase membership by providing a menu of benefits and membership options that meet sole Proprietorship, small and large business needs.	Raise \$20,000 in New Memberships and \$80,000 in Membership Renewals	Office	a) Quarterly	X
	b) Offer Health Insurance Discounts				b) June 09'	
	c) Offer ADA Resources				c) March 09'	X
	d) Offer discounted Employment Posters, Historic Books, and other Products/ Services	Provide a professional, all inclusive package for new sales, renewals, and retention.	Raise \$6,000 from Breakfast Sponsorships		d) Dec. 09'	
	e) Provide Membership Orientation				e) Quarterly	X
	f) Offer 10% Discount Card to Largest Employers	Represent the members through excellent customer service.	Raise \$2,000 from Quarterly VIP Lunch sponsorships		f) May 09'	
	g) Promote Economic Development Programs				g) Ongoing	X
	h) Promote website links				h) Ongoing	X
	i) Offer Calendar Entries on website				i) Ongoing	X
	j) Post Volunteer Opportunities on website				j) Ongoing	X
	k) Free Job Postings on website				k) Ongoing	X
	l) List “Green Businesses” as separate category				l) Dec. 09'	In progress
	m) Issue an end of the Year “State of the Chamber” Letter				m) Dec. 09'	X

	2. Implement a Prospective and Active Member Survey. <u>Include with renewal notices.</u>	Respond to business needs with appropriate programming and events.	Issue survey on the back of every invoice that goes out.	Office	May 09'	X
	3. Implement member mentor program (Relationship Marketing using Active Members)		Target 20 per month – recruit active and new members to chamber activities - Breakfasts, workshops, mixers, etc.	Ambassador Committee	June 09'	BOD/ Comm. nonresponsive
	4. Conduct Membership Drive with Board Members (Distribute nonmember (business license list) - ex. Organize a semi-annual Yacht Cruise with the Mayor/ BOD/ City Manager / Board Members	Grow partnerships to enhance member benefits Board of Directors to recruit 5NEW members per year.	Recruit 5 new members per year per Board member	Board Members	End Dec. 09'	X
	5. Implement member referral system. Provide incentive pay, eg. “National City bucks”	Increase member Recruitment efforts	Recruit 25 new members using referral System.	Ambassador Committee and Office	July 09'	X
	7. Conduct Member Outreach walks.	Retention reports to show reasons for attrition, Goal to retain at least 85%. Of existing businesses.	Conduct a walk two times per month	Office	Monthly	X

Business Development Committee - The Business Development Committee collaborates with the City of National City, National City Chamber of Commerce Visitor Information Center and other community partners to foster a healthy business environment by marketing the Chamber of Commerce services, promoting members and community assets, and is responsible for development of the Chamber's communications and collateral material including the Annual Business Directory, Quarterly Newsletter, Website, and Press Releases.

Strategic Objective	Action Plans	Outcomes	Annual Goal	Ownership	Due Date	Progress – Dec. 2009
# 2 Grow Business to Business Opportunities	1. Develop Mixer Guidelines to maintain high quality networking events. Implement guidelines to include participation of at least 3 businesses per mixer.	Increase business to business promotions	Implement Quarterly Mixers	Business Development Committee	June 09'	X
		Increase the visibility of Chamber members and spur business growth				
# 3 Enhance Chamber Communications	1. Develop a Communications Plan to guide appropriate use and Distribution of Press Releases, E-mail, Newsletters, Website, Freeway signs, Mailers, Maps, Directories, Media Ads, Op-eds, Advertorials, etc.	Updated Policies and Procedures Manual and Employee Handbook to guide communications.	Review annually	Office & Bylaws Committee	April 09'	Communication Policy Adopted
	2. Implement a Contact Management System	Improve member communications to increase awareness and Improve understanding of Chamber benefits, programs and activities.	Achieve Efficient Communications and cut expenses on print material by 15%.	Office – Marketing Intern	May 09'	No funds available
	3. Implement a New Phone System with automated voice reminders	Improve Efficient communication and Leverage administrative staff time on programs and Chamber activities	Save 10% on administrative staff time	Office	January 2010	Funds directed to Capital Improvement

	4. Implement Web Cross links	Promote member businesses and increase member exposure.	Raise new revenue in web cross links	Office	June 09'	X
	5. Partner with City to include Chamber column in each Focus Newsletter	Cross-promote Chamber events and programs with City marketing material	Quarterly	Office & Business Development Committee	Quarterly	X
	6. Create One Page Fact Sheets (City Demographics, Transportation, Parks/ Recreation/ Schools, Business Resources, Elected Officials, Important City Contacts, Dining/Lodging Guide)	Attract investments to National City by providing up to date marketing material highlighting City assets	Update Annually	Office – Marketing Intern	June 09'	X –Under Development (Intern Project Q1 2010)

Governmental Affairs Committee – The Governmental Affairs Committee of the National City Chamber of Commerce is the legislative and regulatory advocate for businesses at the local, state, and federal levels. The Governmental Affairs Committee reviews legislation, supports pro-business legislation and actively represents Chamber members.

Strategic Objective	Action Plans	Outcomes	Annual Goal	Ownership	Due Date	Progress – Dec. 2009
# 4 Support Pro-Business Legislation	1. Develop a Governmental Affairs Committee comprised of representatives from local, county, state and federal offices.	Actively support pro-business legislation.	Influence legislation resulting in a positive economic impact businesses	Office	March 09'	X – Non responsive; re-merged with Econ. Dev. Comm.
	2. Take a Proactive position on legislation affecting businesses	Actively work to defeat anti-business legislation and support pro-business legislation.	Serve as premiere source of policy advocacy for business community	Governmental Affairs Committee	Quarterly Reviews	X
	3. Implement a streamlined legislative advocacy process	Effectively communicate policy positions to membership and region at large.	Analyze public policies, prepare position statements, issue press releases and letters of support/ opposition	Governmental Affairs Committee	May 09'	X – Econ Dev. Comm.
	4. Implement Small Business Roundtables to provide opportunities for discussion between business partners and elected officials. Connect with Senator Denise Moreno Ducheny's office and Assemblymember Mary Salas' office.	Maintain active representation of business issues in Sacramento	Host bi-annual meetings at Chamber Conference Room	Governmental Affairs Committee	Bi-Annually	VIP Luncheons implemented in lieu

# 5 Improve Quality of Life in National City	1. Work with the City to include business input in General Plan Update. Form Ad Hoc Committee.	Influence Community Planning to reflect Business Interest and improve Quality of Life in National City	Organize sub-committee to meet with City of National City	Members of Governmental Affairs Committee and Economic Development Committee	July 09'	Ongoing
	2. Work with the City Planning Process to develop an Arts and Culture District in National City	Raise awareness of NC as an Arts and Culture Destination throughout the region to attract investments	Connect arts and culture investors, contacts, enthusiasts to Old Library/ SD Rep Theatre. Include Arts and Culture to Chamber activities (Taste of National City)	Office	May 09'	Ongoing
	3. Garner Federal support to implement a model job creation and Economic Development program in National City. Jointly with Economic Development Committee.	Position National City to receive federal stimulus funds and program dollars	Raise \$5,000 to implement a job creation program	Governmental Affairs & Office	July 09' and 2010-2011	

Economic Development Committee – The Economic Development Committee of the National City Chamber of Commerce focuses on promoting economic development in National City through the development and implementation of projects, programs, and policies that stimulate economic growth and prosperity for members, enhance community development initiatives, leading to improved quality of life.

Strategic Objective	Action Plans	Outcomes	Annual Goal	Ownership	Due Date	Progress Dec. 2009
#6 Develop Business Attraction and Retention Program	1. Develop a business recruitment and retention resource kit to include Chamber administered Economic Development Programs (San Diego Regional Enterprise Zone Program, SDSU Technical Assistance Program, Economic Development Forgivable Loan Program, SCORE, SBA Partnership, SBDITC Partnership) and other Local Resources (New Markets Tax Credit, CDARS Program, Local Financial and Lending Institutions and State and Federal Resources, HUB Zone).	Provide members with effective business development tools and resources Attract new business investment to National City. Retain existing businesses.		Office		Newsletter provides Business Resources section
	2. Implement Forgivable Loan Program, SDSU Technical Assistance Program, Enterprise Zone Program	Position the NCCC as the City's Economic Development and Marketing arm.	Conduct Monthly outreach efforts: Facilitate 5 loan agreements per year, 250 outreach contacts for EZ and TA.	Office	Dec. 09'	X
	3. Implement Dining / Lodging Guide	Promote local restaurants and hotels	Post guide on website	Office – Marketing Intern	June 09'	X
	4. Implement Restaurant Discount Program	Promote local restaurants and raise awareness of dining establishments	100% member participation rate.	Office – Marketing Intern	July 09'	X

<p>5. Implement online Real-Estate Service to provide available for sale, for lease, and sublease property.</p>	<p>Raise awareness of development and business opportunities. Provide value added service to business community.</p>	<p>Provide Quarterly Updates</p>	<p>Office</p>	<p>July 09'</p>	<p>X – Up for approval at August BOD meeting</p>
<p>6. Develop Demographic Face Sheets to include Summary and Development Opportunities and City Demographics</p>	<p>Serve as a key information source for businesses and residents</p>	<p>Update Annually</p>	<p>Office – Marketing Intern</p>	<p>July 09'</p>	<p>X</p>
<p>7. Develop formal Business/ School Partnerships to include (Principal for a Day, Financial Literacy Workshop, Budget Presentations, Scholarships)</p>	<p>Build partnerships to address quality of life issues, serve as community leader, and build business relationships</p>	<p>Participate in Principal for a Day, Budget Workshops, and other community activities.</p>	<p>Economic Development Committee</p>	<p>Dec. 09'</p>	

7 Implement Special Events

<p>1. Implement the Bayfront Expo and Job Fair independent of the City of National City's Annual Bayfront Concert</p>	<p>Create sponsorship and promotional opportunities for business community and membership. Raise the Visibility of National City as a tourist, retail, entertainment, dining, and lodging destination.</p>	<p>Raise \$10,000 from Bayfront Expo in grants and sponsorships</p>	<p>Bayfront Expo Committee</p>		<p>X</p>
<p>2. Implement Golf Tournament</p>	<p>Raise funds to grow Chamber operations and deliver valued services and benefits to membership.</p>	<p>Raise \$25,000 - \$50,000 from Golf Tournament</p>	<p>Golf Tournament Committee</p>	<p>Aug. –Dec. 09'</p>	<p>X</p>
<p>3. Implement a Quarterly/ Semi-Annual World Market at Morgan Square/ Heritage Park</p>	<p>Increase the visibility and influence of the Chamber in the Region</p>	<p>Raise \$5,000-\$10,000 from World Market</p>	<p>World Market Committee & Morgan Square</p>	<p>2010-2011</p>	<p>X (Farmer's Market Discontinued)</p>
<p>4. Increase Sponsorship Levels by adding value added benefits to increase returns on annual events</p>	<p>Promote NCCC as a Professional and prominent business organization</p>	<p>Raise an additional \$10,000 from Annual Events compared to previous year</p>	<p>Office</p>	<p>Dec. 09'</p>	<p>Ongoing</p>

Executive Committee - The National City Chamber of Commerce's Executive Committee maintains oversight of the Chamber's fiscal viability and execution of Chamber Policies, member services, products and programs.

Strategic Objective	Action Plans	Outcome	Annual Goal		Due Date	Progress Dec. 2009
# 8 Achieve Fiscal Sustainability	1. Implement a GRANTS subcommittee to research available grant funds	Increase Chamber's influence and clout through fiscally sustainable operations.	Identify 3 New Grant Opportunities.	Office & Executive Committee	July 09'	Martha / Jacqueline researching grants
	2. Apply for New Grant dollars	Support Chamber operations through new grant dollars.	Raise \$150,000 in grant funds	Office	Dec. 09'	X – Applied
	3. Assess feasibility of obtaining TOT Tax revenue to operate the Visitor Information Center (postpone to later review)	Raise additional revenue to operate Visitor Information Center		Office	2010 -2011	
# 9 Execute Efficient Chamber Operations	1. Update Chamber By Laws to a President/ CEO model	Operate as a strong CEO model to improve office efficiencies and deliver timely response to member needs	Review Annually	By-Laws Committee	March 09'	X
	2. Update Policies and Procedures Manual and Employee Handbook	Formalize Chamber operations to increase professionalism.	Review Annually	By-Laws Committee	May 09'	X

	3. Implement operational efficiencies resulting in 5%-10% expense savings	Operational Savings to improve Chamber's financial standing.	Save the chamber at least \$5,000 per year	Office	Dec. 09'	X
# 10 Retire Building Debt	1. Implement Debt Retirement Campaign	Relieve the NCCC of debt obligations and grow operational efficiencies, while opening new member opportunities.	Raise \$70,000 in matching grant funds	Golf Committee & Office	March 2010	X