

<p>OUR MISSION: Building a strong local economy by promoting sound government and an informed membership and community</p>			
<p>OUR VISION: A thriving, welcoming Salinas Valley where People, Families, & Businesses succeed via economic opportunity & growth</p>			
<p>OUR BIG WHY:</p> <p>We believe...</p> <ul style="list-style-type: none"> • in Prosperity and Well-being for All • Healthy Business, Economy = Healthy, Thriving Communities • Businesses are the Economic Engine that Drives a Healthy Community <p>We want to...</p> <ul style="list-style-type: none"> • Expand Capacity, Bandwidth, and Partnerships for Inclusive Prosperity via: Leadership, Education, Outreach, Advocacy, Connectedness, & Networking • Be of service, make a difference 			
<p>CORE VALUES WE WILL UPHOLD:</p> <ul style="list-style-type: none"> • Service – We are Mission-driven in our service to our Members and our community by advocating for and helping local business do business. • Integrity – We conduct business in a manner that is ethical, honest and trustworthy. • Professionalism – We are civil, objective, fair, respectful and thoughtful. • Inclusion and diversity – We provide equitable opportunity for diverse local businesses to thrive. • Communication – We foster open, honest, and transparent communication with opportunities for listening and sharing. • Collaboration – We work regionally in cooperation with businesses, government agencies, non-profit organizations and other interested parties. 			
<p>CORE GOALS WE WILL ACHIEVE:</p>			
<p>Improve Our <u>Operational Excellence</u></p>	<p>Grow Our <u>Membership Value & Reach</u></p>	<p>Increase Our <u>Regional Collaboration</u> to Enhance Our Members’ Competitiveness for Business Success & Growth</p>	<p>Strengthen Our <u>Advocacy & Policy Influence</u> to Advance the Interests of Our Membership & Valley</p>

KEY OBJECTIVES WE WILL ACCOMPLISH TO ACHIEVE OUR GOALS:	
<p>Improve Our <u>Operational Excellence</u> (OE)</p>	<ol style="list-style-type: none"> 1. TALENT: Attract, cultivate, deploy, and retain high performance talent to achieve strategic results. 2. KNOWLEDGE TRANSFER: Ensure key policies and standard operating procedures are documented and current. 3. FIDUCIARY INTEGRITY & WELL-BEING: Ensure a fiscally sound and healthy organization. 4. GOVERNANCE & LEADERSHIP: Effectively govern and collaboratively advance Mission- & Vision-driven progress in achieving Strategic Plan in partnership with the CEO’s leadership in operations.
<p>Grow Our <u>Membership Value & Reach</u> (MVR)</p>	<ol style="list-style-type: none"> 1. ASSESSMENT & PLANNING: Better determine the interests, needs of existing and prospective Members. 2. RETENTION & MEMBER SATISFACTION: Increase Membership retention and satisfaction via delivery exceptional Member value, service, & satisfaction. 3. RECRUITMENT: Grow Membership 5% annually.
<p>Increase Our <u>Regional Collaboration</u> to Enhance Our Members’ Business Success & Growth (RC)</p>	<ol style="list-style-type: none"> 1. PRIORITY NETWORKING: Prioritize and develop relationships with key “entities of significance”, e.g., Salinas Valley employers, workforce development institutions, officials, cross-sector partners, and other key influencers. 2. COLLABORATIVE CONVENINGS: Host in collaboration with at least one other entity “of significance” an annual convening to foster regional connectivity and coordination to address high-interest/impact topic related to SVCC Mission, Vision, & Strategic Plan, for example (and coordinate with Core Strategy IV – Advocacy & Policy Influence) 3. CROSS PROMOTION: Foster goodwill and mutual visibility and influence through cross promotion, marketing, and public/community relations.
<p>Strengthen Our <u>Advocacy & Policy Influence</u> to Advance the Interests of Our Membership & Valley (API)</p>	<ol style="list-style-type: none"> 1. ADVOCACY & POLICY INFLUENCE: Advocate for improvements in Quality of Life matters, Infrastructure, and remove regulatory barriers to increase Salinas Valley competitiveness to cultivate, retain and attract workforce, livable wage employers, businesses, and to foster an ecosystem where business and entrepreneurs can succeed.

Improve Our Operational Excellence (OE)			
Talent (OET): <i>Attract, cultivate, deploy, and retain high performance talent to achieve strategic results.</i>			
REF	OBJECTIVE	2020 Achievements	2021 Priorities
OET 1	Restructure Staffing (including updating organization structure, Salary Administration Plan, Position Descriptions) to better align human resources to advance Mission, Vision and execute Strategic Plan by March 2020.	<ul style="list-style-type: none"> Updated Org Structure Hired & on-boarded 2 New Staff 	<ul style="list-style-type: none"> Update Position Descriptions Establish Staff Salary Administration Plan
OET 2	By December 2020, refine the Performance Management System, ensuring all Staff’s performance goals are set and progress is monitored, addressed, and utilized for merit increases, promotions, etc. <ul style="list-style-type: none"> By March 2020 establish CEO/President Strategic Performance Plan & Review cycle. 	<ul style="list-style-type: none"> Changed CEO Performance Review cycle from October to late January/Early Spring 90 Performance Reviews completed for Staff 	<ul style="list-style-type: none"> Establish 3-Year Contract for CEO beginning 2021 Update Board Service Agreements
OET 3	Assess and address Staff and Board engagement, satisfaction annually.		<ul style="list-style-type: none"> Develop and implement Staff & Board Annual Survey
OET 4	Cultivate Board “deeper bench” - Membership & CEO/President pipeline through enhanced volunteer opportunities such as Ambassadors, Committee participation, leadership and Board development. <ul style="list-style-type: none"> Update Board Leadership position descriptions. Establish and implement Board Orientation/Training. Integrate Board Development study session/topic/training into Board Meetings beginning by Qtr 2 and continued annually Develop Succession Plan for Board Membership, Leadership and CEO/President. 	<ul style="list-style-type: none"> Established effective Nominating, Candidate Review, & Business Development Committees Recruited 3 new Board Members aligned strategically to talent needs Established Succession Plan for Board Membership, Leadership & CEO/President (OEK3) 	<ul style="list-style-type: none"> Recruit Board Member who has expertise in financial audits Update Board Leadership Position Descriptions Develop and implement New Board Orientation Provide Board training on Financials (e.g., how to read financials) Vice Chair meets with CEO to ensure able to provide coverage in their absence (by end of January 2021)
OET 5	Continue increasing Board diversity reflective of our Valley’s diversity (Diversity Policy approved no later than April, adherence assessed annually).	<ul style="list-style-type: none"> Board Members are representative of each Membership category 	<ul style="list-style-type: none"> Establish Diversity & Inclusion Policy (OEK3)

Improve Our Operational Excellence (OE)			
Knowledge Transfer (OEKT): <i>Ensure key policies and standard operating procedures are documented and current.</i>			
REF	OBJECTIVE	2020 Achievements	2021 Priorities
OEKT 1	Utilize current technology to improve communication and collaboration efficiency and effectiveness. <ul style="list-style-type: none"> Establish an on-line collaboration/shared e-drive to support Board. 	<ul style="list-style-type: none"> Used Zoom & WebEx for Board & Committee Meetings Shifted to digital Board packets, binders 	<ul style="list-style-type: none"> Establish web-based Board Knowledge Center
OEKT 2	Review and update Bylaws by February annually.	<ul style="list-style-type: none"> Began Bylaws review and update (75% complete). 	<ul style="list-style-type: none"> Complete Bylaws review and update by end of February 2021.
OEKT 3	Inventory Priority Policy & Standard Operating Procedures needing updating or development by March 2020, and address at least one quarterly – prioritizing legal deficiencies/compliance issues.	<ul style="list-style-type: none"> Established Policy/SOP for: <ul style="list-style-type: none"> Conflict of Interest Vacation & Payroll Checks & Balances Investments Editorial & Media Policy CEO Succession & Transition Policy 	<ul style="list-style-type: none"> Establish Policy/SOP for: <ul style="list-style-type: none"> Membership Data Accuracy Reporting Financials – Responding to Audit Findings/Recommendations Diversity & Inclusion Policy
OEKT 4	Publish key documents on website demonstrating progress (establishing links for public documents, Membership, and Board).		<ul style="list-style-type: none"> Identify and agree upon what to post. Add “high level overview of Strat Plan (infographic)

Improve Our Operational Excellence (OE)

Fiduciary Integrity & Well-being (OEFIW): *Ensure a fiscally sound and healthy organization.*

REF	OBJECTIVE	2020 Achievements	2021 Priorities
OEFIW 1	Diversify and increase net revenue and income, (annual targets to be determined by the Executive Committee by April 2020).	<ul style="list-style-type: none"> Maintained strong financial position despite Coronavirus impact. Increased Awards Lunch Net Income \$18K over 2019: \$75,000 Total Over the last 8 years, Net Income has quadrupled on this Signature Event! Increased Fall Event Net Income \$9K over 2019: \$52,000 Total 	<ul style="list-style-type: none"> Maintain strong financial stability – mindful of Coronavirus impact; adjust Budget responsibly. Adjust Revenue-generating Strategies: Membership & Event, etc.
OEFIW 2	Improve fiscal controls, including transparency of financial statements.	<ul style="list-style-type: none"> Stronger Board oversight; Launched Audit; Additional capacity by having a Bookkeeper; Instituted Payroll & Vacation, Investment Policy, SOP Cleaned up Foundation budget 	<ul style="list-style-type: none"> Address Audit findings/recommendations (especially the repetitive ones).

Governance & Leadership (OEGL): *Board effectively governs and collaboratively drives Mission- & Vision-driven progress in achieving Strategic Plan in partnership with the CEO’s leadership in operations.*

REF	OBJECTIVE	2020 Achievements	2021 Priorities
OEGL 1	Align resources and efforts, including programming and events, to Strategic Plan execution.	<ul style="list-style-type: none"> See specific achievements noted in relevant sections throughout this Update. 	<ul style="list-style-type: none"> See specific achievements noted in relevant sections throughout this Update.
OEGL 2	Integrate Strategic Plan Progress Report & Response into Board meetings, Staff operations (e.g., inclusion on Agendas for standing meetings in CEO Update and Committee reports, a minimum mid-year Review and Response, Annual Update Retreat, etc.) by February 2020.	<ul style="list-style-type: none"> Established quarterly review and response cycle for monitoring and addressing Strategic Plan progress 	<ul style="list-style-type: none"> Integrate regular updates on Strat Plan progress into monthly Board Agendas, Meeting Hold Quarterly Strategic Plan Update

Grow Our Membership Value & Reach (MVR)			
Assessment & Planning (MVRAP): Better determine the interests, needs of existing and prospective Members.			
REF	OBJECTIVE	2020 Achievements	2021 Priorities
MVRAP 1	<p>Conduct an Annual Assessment ensuring an adequate segmentation and representation of our diverse business and community.</p> <ul style="list-style-type: none"> Refine the existing Member Annual Survey by April 2020 (updating annually) and obtain double the response rate (including ratings of satisfaction with value, programs; SVCC reputation, credibility) by December 2020 with incremental increases determined by the Board at Annual Strategic Plan Update. Implement “It’s Our Business Campaign” where each Board Member & Staff meets 1:1 with a minimum of 10 to 15 Members (or Leads) to gain a better understanding of their interests, value they gain/want from Chamber Membership by July 2020. Leverage Business Journal to gain input/feedback and promote enhanced Membership value. 	<ul style="list-style-type: none"> Conducted Membership Survey The Board Working Group began Follow-up Calls with Members. Expanded coverage of locally relevant, timely issues in Business Journal: Kevin Dayton hired to author articles as part of his GA work. Created and distributed Resource Guide to aid businesses, community during fires which was shared on social media more than 1,000 times. 	<ul style="list-style-type: none"> Refine Survey, response rate, address findings. Assess insights gained from Follow-up Calls and refine tracking document. Expand Campaign into Concierge Service (soft touch/reminder of Membership Value) Continue spotlighting locally relevant, timely issues: continue articles written by Kevin Dayton; timely social media messaging (especially related to Salinas, South County, Salinas Valley Region, & Monterey County)
MVRAP 2	<p>By September 2020, develop an agreed upon, written Membership Strategy responsive to Assessment findings and update annually based on results and Annual Assessment as part of the Annual Strategic Plan Update.</p>		<ul style="list-style-type: none"> Membership Strategy & Plan is developed and approved by the end of January 2021 (OEK2). <ul style="list-style-type: none"> Define and agree upon Core Metrics. Include Membership Data Accuracy & Reporting SOP.

Grow Our Membership Value & Reach (MVR)			
Retention & Satisfaction (MVRS): <i>Increase Membership retention and satisfaction via delivery exceptional Member value, service, & satisfaction.</i>			
REF	OBJECTIVE	2020 Achievements	2021 Priorities
MVRS 1	<p>Execute Membership Strategy to deliver real value from Member perspective (e.g., special advocacy, promotion, program, event, activity).</p> <ul style="list-style-type: none"> Implement “It’s Our Business Campaign” where each Board Member & Staff sets and meets a goal for # a minimum # of priority retention Members to gain a better understanding of their interests, value they gain/want from Chamber Membership by July 2020. 	<ul style="list-style-type: none"> Board Working Group began Follow-up Calls with Members 	<ul style="list-style-type: none"> Fully implement approved Membership Strategy & Plan to produce desired results (MVRAP 2) Add enhanced perks, including: Notary Public services
MVRS 2	<p>Decrease attrition annually – target to be adopted by the Board by April 2020 and then annually as part of the Strategic Plan Update.</p>	<ul style="list-style-type: none"> Achieved 82.5% Member Retention Rate, despite covid impact Enacted innovative plan to be flexible with Membership payments 	<ul style="list-style-type: none"> Beta “scholarships” sponsored through Legacy event to renew inactive Memberships.
MVRS 3	<p>Increase Member Satisfaction annually – measured largely by Annual Membership Survey and renewals.</p>	<ul style="list-style-type: none"> Implemented Membership Survey – Net Promoter Score: +42, 75% 	<ul style="list-style-type: none"> Fully implement Membership Strategy & Plan (MVRAP 2)
Recruitment (MVRR): <i>Grow Membership 5% annually.</i>			
REF	OBJECTIVE	2020 Achievements	2021 Priorities
MVR 1	<p>Update and execute Membership Strategy to deliver real value from Member perspective (e.g., special advocacy, promotion, program, event, activity).</p>	<ul style="list-style-type: none"> Achieved 82.5% Member Retention Rate <ul style="list-style-type: none"> 378 Retained Memberships Achieved 6.8% Membership Growth <ul style="list-style-type: none"> 28 New Memberships Total Membership: 685 	<ul style="list-style-type: none"> Fully implement approved Membership Strategy & Plan to produce desired results (MVRAP 2)

Increase Regional Collaboration to Enhance Our Members’ Business Success & Growth (RC)			
Priority Networking (RCPN): <i>Prioritize and develop relationships with key “entities of significance”, e.g., Salinas Valley employers, workforce development institutions, officials, cross-sector partners, and other key influencers.</i>			
REF	OBJECTIVE	2020 Achievements	2021 Priorities
RCPN 1	Analyze the current state of shared memberships/prospects (SV Chamber and South County Chambers) to establish regional baseline for year over year increases in membership by June 30, 2020.		<ul style="list-style-type: none"> Fully implement approved Membership Strategy & Plan to produce desired results (MVRAP 2)
RCPN 2	Determine priority areas of collaboration by June 30,2020.	<ul style="list-style-type: none"> Spearheaded creation of Monterey County Business Alliance to bring together organizations throughout the County to coordinate response to Coronavirus. Pursued grants and shared info with Members. 	<ul style="list-style-type: none"> Invite at least two South County Leaders to speak at two different Board Meetings
RCPN 3	Attend key South County events (e.g., King City Annual Awards Event) and encourage South County attendance at Salinas Valley Chamber Annual Awards Event each year	<ul style="list-style-type: none"> Attended the last King City Awards Event and invited the King City Board to Awards Luncheon. Have active participation from King City and Soledad/Mission Chambers 	
RCPN 4	Invite South County participation in Leadership Monterey Program in 2021 and 2022 by offering at least one full scholarship (100% fees covered)		

Increase Regional Collaboration to Enhance Our Members’ Business Success & Growth (RC)			
<p>Collaborative Convenings (RCCC): <i>Host in collaboration with at least one other entity “of significance”/cross-sector initiative an annual convening to foster regional connectivity and coordination to: address high-interest/impact topic; advocate local business priorities; facilitate coordination between local business and local government; &/or encourage policies and practices that promote economic opportunity and growth and discourage those that hinder these.</i></p>			
REF	OBJECTIVE	2020 Achievements	2021 Priorities
RCCC 1	Co-host 1 event with South County Chamber(s) in 2020 and 2 events each in 2021 and 2022 (e.g., Leaders Lunches)	<ul style="list-style-type: none"> Participated in All County Chamber Mixer Spearheaded creation of Monterey County Business Alliance to bring together organizations throughout the County to coordinate response to Coronavirus. 	<ul style="list-style-type: none"> Focus on South County, Salinas Valley Region; collaborate with Colby on specific offerings.
<p>Cross Promotion (RCCP): <i>Foster goodwill and mutual visibility and influence through cross promotion, marketing, and public/community relations</i></p>			
REF	OBJECTIVE	2020 Achievements	2021 Priorities
RCCP 1	<p>Develop and implement Marketing, Communication, & Public/Community Relations Strategy.</p> <ul style="list-style-type: none"> Focus on deeper engagement of membership by marketing the quality of Salinas business services to South County residents/businesses to support a thriving Salinas Valley (shift choice from Paso Robles/South to Salinas/North). 	<ul style="list-style-type: none"> Continued leveraging Business Journal to educate members, prospects, elected officials, business and community leaders and the public about challenges and opportunities for realizing our shared Vision of a welcoming, thriving Salinas Valley. Established separate Social Media/Facebook page Hired new Staff with deep boots/ear on ground who are leading additional engagement; Delivered timely, responsive information to Members: Fire Resource Guide; Essential News 	<ul style="list-style-type: none"> Build on success of 2020 Ensure alignment of this Strategy with Membership Strategy & Plan Establish Chamber Excellence Award/Incentive for Cities, County and other regulatory bodies (API1).

Strengthen Our Advocacy & Policy Influence to More Effectively Advance the Interests of Our Membership & Valley (API)			
<p><i>Advocate for improvements in Quality of Life matters, Infrastructure; and, removal of regulatory barriers to:</i></p> <ul style="list-style-type: none"> ● <i>Increase Salinas Valley competitiveness to cultivate, retain and attract workforce, livable wage employers/businesses, and</i> ● <i>Foster an ecosystem where business and entrepreneurs can succeed.</i> 			
REF	OBJECTIVE	2020 Achievements	2021 Priorities*
API 1	<p>Address Permitting Obstacles</p> <ul style="list-style-type: none"> ● Establish Committee to meet with Decision-makers of the Salinas Permitting Center ● Minimize cases of application frustration. ● Establish Chamber Excellence Award/Incentive for Cities, County and other regulatory bodies. ● Reduce permitting fees. 	<ul style="list-style-type: none"> ● December 2019 Business Journal had a front page article "Chamber Leads Campaign for More Positive City Permitting Experience" with supplementary article entitled "Chamber Takes a Thoughtful, Balanced Approach to Permitting Reform" that received much positive attention, including from the Community Development Department and Permit Center. ● On March 12, Kevin Dayton was asked by the City of Salinas Community Development Department to serve on the Business Development Committee to review Permit Center services. ● Chamber sent a letter to city council asking for at least a deferral in fees for special permits related to outdoor dining and retail. This was granted. 	<ul style="list-style-type: none"> ● Restart Business Development & Government Relations Committees with better planning -- schedule with at least 2 months notice ● Develop Kevin Dayton's monthly cheat sheet into a formal doc that then is turned into recurring column in the Business Journal; ● Establish Chamber Excellence Award/Incentive for Cities, County and other regulatory bodies (RCCP1). ● Identify and address Endorsement Opportunities specific to Salinas, South County, Salinas Valley Region.*
API 2	Address Infrastructure, Public Works	<ul style="list-style-type: none"> ● Developments SVCC took a position on proceeded: Main Street Streetscape Project and West Alisal/Lincoln Avenue Downtown Complete Streets Project began. ● Chamber discussed South of Salinas 101 Safety Plan. 	<ul style="list-style-type: none"> ● Identify and address Endorsement Opportunities specific to Salinas, South County, Salinas Valley Region.*
API 3	Encourage developers to establish mixed use development near transit centers.	<ul style="list-style-type: none"> ● Developments SVCC took a position on proceeded: Taylor Farms purchase of Bruhn Building and Greyhound Building. City of Salinas is preparing for new RFPs and adjustments of development impact fees. 	<ul style="list-style-type: none"> ● Identify and address Endorsement Opportunities specific to Salinas, South County, Salinas Valley Region.*

Strengthen Our Advocacy & Policy Influence to More Effectively Advance the Interests of Our Membership & Valley (API)			
<p><i>Advocate for improvements in Quality of Life matters, Infrastructure; and, removal of regulatory barriers to:</i></p> <ul style="list-style-type: none"> • Increase Salinas Valley competitiveness to cultivate, retain and attract workforce, livable wage employers/businesses, and • Foster an ecosystem where business and entrepreneurs can succeed. 			
REF	OBJECTIVE	2020 Achievements	2021 Priorities*
API 4	Encourage commuter rail operating.	<ul style="list-style-type: none"> • Developments SVCC took a position on proceeded: Intermodal Transit Center Stage 1 is almost complete. 	<ul style="list-style-type: none"> • Identify and address Endorsement Opportunities specific to Salinas, South County, Salinas Valley Region.*
API 5	Address Housing Affordability & Homelessness.	<ul style="list-style-type: none"> • Developments SVCC took a position on proceeded: B 2 and CARES Act funding has enabled the City of Salinas to take meaningful long-term steps toward transitional housing for people without a home. Projects that have moved forward include the following: <ul style="list-style-type: none"> ○ 855 East Laurel - New Facility ○ MoonGate Plaza ○ Moon Lite Inn ○ Downtown Streets Team Now in Salinas ○ Addressing Union-Pacific Alignment as Camping Site 	<ul style="list-style-type: none"> • Identify and address Endorsement Opportunities specific to Salinas, South County, Salinas Valley Region.*
API 6	Address Blight.	<ul style="list-style-type: none"> • Developments SVCC took a position on proceeded: Blight Accountability Ordinance enacted in 2019 led to Bruhn Building and Greyhound Building sold to Taylor Fresh Farms, which immediately began adaptive reuse development. Huge victory for Salinas and Monterey County 	<ul style="list-style-type: none"> • Identify and address Endorsement Opportunities specific to Salinas, South County, Salinas Valley Region.*
<p>*2021 PRIORITY: Refine this Goal and supporting objectives and strategies considerate of due credit, clarity of SVCC role, focus (likely need for continued attention to Covid Relief & Recovery), meaningful metrics (e.g., measures of advocacy, involvement, endorsements), etc.</p> <ul style="list-style-type: none"> • Identify and address Endorsement Opportunities specific to Salinas, South County, Salinas Valley Region. 			