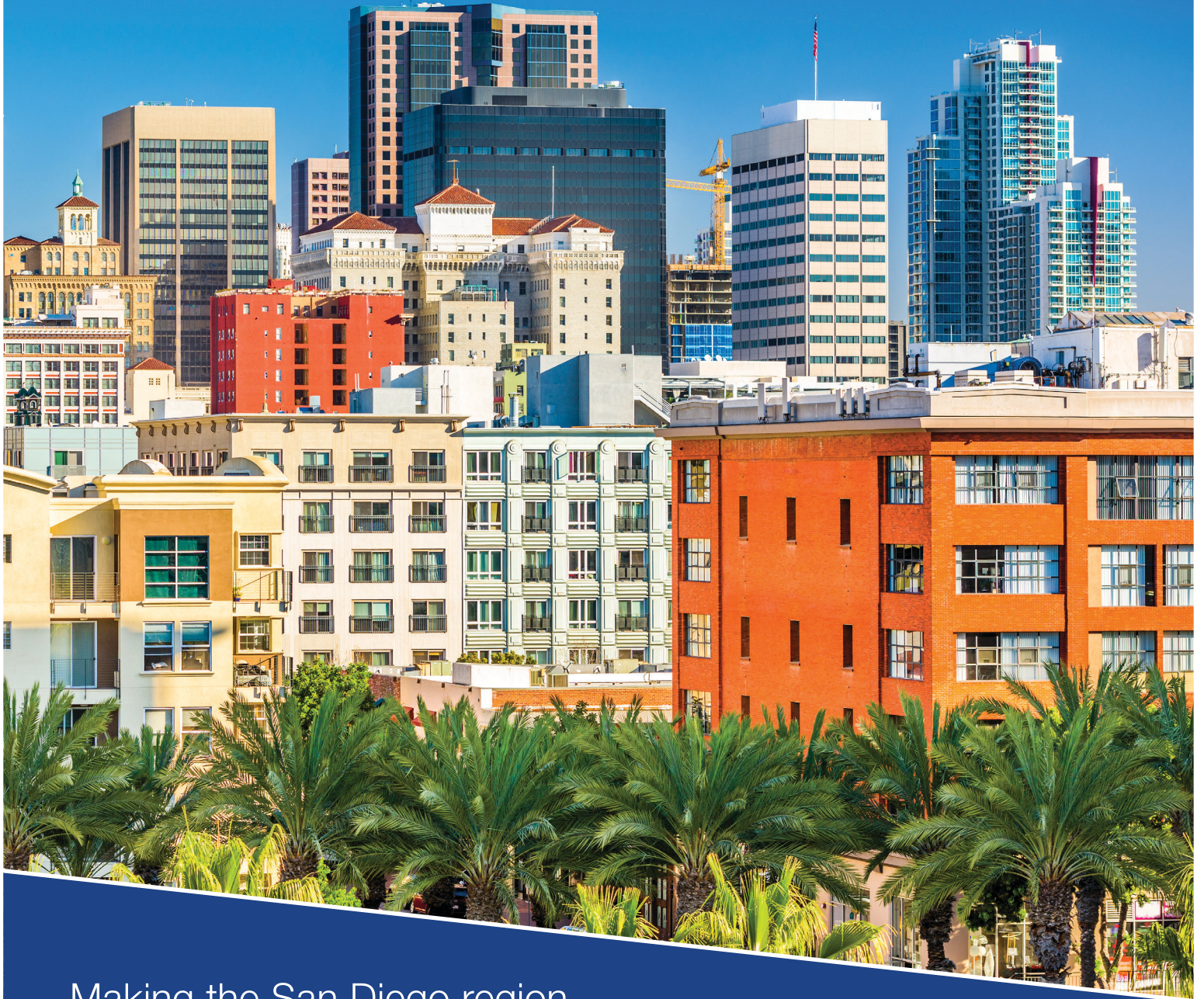


San Diego Regional Chamber of Commerce and LEAD San Diego

Strategic Plan 2020 - 2025



Making the San Diego region
the best place to live and work.



Oct. 14, 2019

It's no secret the world is moving fast. From a changing political climate to evolving models for membership organizations, the San Diego Regional Chamber of Commerce — like many organizations — is in the midst of rapid-fire change. Thus, we recently embarked on a strategic planning effort to take a fresh look at the horizon and chart our path forward to ensure the organization can continue to meet the evolving needs of the business community and thrive well into the future. The resulting plan is both ambitious and a source of inspiration, serving as our “North Star” for all the organization's activities.

At the crux of the plan is a newly defined vision that builds on the Chamber's history as an advocate for business policy and connections to include an even greater focus on the community at large: making the San Diego region the best place to live and work. Through this vision, we will strengthen our presence in both legislative and community affairs, foster member connections, and embrace an expanded mission that amplifies the strengths of LEAD San Diego, our leadership development organization.

A newly defined focus area on professional and leadership development links directly to a dedicated strategic plan for LEAD, which was also part of this planning effort. Careful consideration was made to further integrate LEAD with the Chamber, as both organizations will work hand-in-hand to achieve the common vision.

The strategic plan also defines a set of values which will serve as principles to guide decision making for the internal team, board, members, and program participants. All this is supported by four strategic priority areas on which we will focus our work.

The planning process was carefully designed by Nuffer, Smith, Tucker to be both thoughtful and inclusive of input from a variety of stakeholders. The board's management council spearheaded the effort, which also included input from the Chamber and LEAD boards of directors, the Chamber's membership, and staff for both organizations. From this diverse input, the plan was born and will drive our efforts to which we will be accountable.

Thank you to all those who contributed to this process and who invest in the Chamber and LEAD. Through your contributions, it's with great enthusiasm that we embark on the next chapter for the Chamber as an advocate not only for San Diego business, but also for making the region the best place to live and work.

To a successful future,



Jerry Sanders
President & CEO



Jaymie Bradford
Executive Vice President & COO



SAN DIEGO REGIONAL CHAMBER OF COMMERCE

STRATEGIC PLAN AT A GLANCE

VISION & PURPOSE

To make the San Diego region the best place to live and work.

MISSION

To advance a thriving, connected binational business community, and empower our region's leaders.

VALUES

We believe in:

- Providing value to members.
- Championing diversity, inclusion, and opportunity.
- Engaging in open dialogue.
- Operating with integrity.
- Serving as a hub for community collaboration.

STRATEGIC PRIORITIES

Strategic Priority 1 — Advocacy: Advancing domestic and international public policy in support of our mission.

Strategic Priority 2 — Networking and Connecting:

Supporting the business community and serving as a hub for collaboration with a variety of stakeholders.

Strategic Priority 3 — Building a Robust Membership:

Attracting, retaining, and engaging a diverse membership.

Strategic Priority 4 — Professional and Leadership

Development: Fostering growth for businesses, and for current and future leaders.

USING THIS PLAN

Achieving Agility Within a Strategic Framework

The strategic plan is designed to provide direction for all activities of the San Diego Regional Chamber of Commerce. Vision and purpose, mission, values, strategic priorities, and SMART objectives are intended to span the next five years (2020-2025), with an annual review of action plans under each priority. Annual review of action items allows for organizational agility, to respond to shifting marketplace forces, within a larger strategic framework.



LEAD SAN DIEGO

STRATEGIC PLAN AT A GLANCE

VISION & PURPOSE

To make the San Diego region the best place to live and work.

MISSION

To develop, connect, and empower leaders for positive change.

VALUES

We believe in:

- Providing value to members.
- Championing diversity, inclusion, and opportunity.
- Engaging in open dialogue.
- Operating with integrity.
- Serving as a hub for community collaboration.

STRATEGIC PRIORITIES

Strategic Priority 1 — Marketing: Grow awareness, understanding, and perceived value of LEAD to attract a diverse set of participants.

Strategic Priority 2 — Programs: Refine programs in support of LEAD's vision and purpose, mission, and values.

Strategic Priority 3 — Funding: Refine fundraising model, and review program costs and sponsorship models.

USING THIS PLAN

Achieving Agility Within a Strategic Framework

The strategic plan is designed to provide direction for all activities of LEAD San Diego. Vision and purpose, mission, values, strategic priorities, and SMART objectives are intended to span the next five years (2020-2025), with an annual review of action plans under each priority. Annual review of action items allows for organizational agility, to respond to shifting marketplace forces, within a larger strategic framework.