

Background:

The leadership of the Loudoun Chamber of Commerce is embarking on a strategic planning process to be completed in the first half of 2009.

Overall Objective:

- To set the Loudoun County Chamber of Commerce Strategic Plan and Directions for 2010-2013, designed to focus this growing Chamber on continuing to provide true value to its members

Supporting Objectives:

- Ensure all key audiences are included in the process – to guarantee alignment in the development and sustained support for the plan
- Determine the framework for the 2009 planning process
- Through facilitated sessions (and with any internal and external data and expert participants) evaluate, confirm or improve the mission and develop the new strategic plan, positioning and direction(s)
- Grow and sustain the commitment of Chamber members to the organization and the long-range strategy through this planning process
- Generate a strategic plan that evaluates many possibilities yet is ultimately reasonable, actionable, and measurable and incorporates benchmarks and milestones that guide the organization's tactics for 2010-2013.

Proposed Plan and Timeline:

Following is a proposed approach and suggested timing, designed to achieve the objectives stated above:

Meeting 1:

Date: December 15, 2008, 3:00-5:00, **Complete**

Location: Chamber Offices

Attendees: The Strategic Planning Committee of the Board of Directors

Goals and Outcomes:

- Determine objectives and timing of planning process
- Discuss initial expectations of process

Meeting 2:

Date: January 27, 2009, 3:30-4:30, **Complete**

Location: Chamber Offices

Attendees: The Strategic Planning Committee of the Board of Directors

Goals and Outcomes:

- Review/improve this draft document including timeline
- Finalize questions to be asked in member/stakeholder surveys/ or interviews about the Chamber

- Finalize specific internal and external data or benchmarking that will be obtained for this process, due dates and responsible parties
- Determine “mission” development process
- Set March offsite date/time/attendee list

Meeting 3:

Date: Tuesday, February 17, 2009. 8:00-10:00

Location: Chamber Offices

Attendees: The Strategic Planning Committee of the Board of Directors

Goals and Outcomes:

- Discuss initial findings on internal and external data/benchmarking/interviews
- Set complete agenda/assignments for March off-site
- Review “mission” process

Meeting 4

Date: *Hold:* Wednesday, March 25, 2009, 9:30 a.m. – 2:30 p.m. (following Chamber Board meeting)

Location: Loudoun County Public Schools administration building

Attendees: TBD, but likely to include The Board of Directors and other key members/stakeholders for the organization

Goals and Outcomes:

- Gain an understanding of the internal and external data we have gathered about the Loudoun Chamber of Commerce
- Discuss the likely needs of our members from us over the next three years
- Review the mission
- Identify the 3-5 critical issues for the Chamber for the next three years
- As a result of these conversations, begin to devise a set of possible “strategic directions” that seem appropriate to the strengths of the Loudoun Chamber of Commerce and ensure distinctive member value

Meeting 5:

Date: Thursday, April 23, 2009, 2:00-5:00

Location: Chamber

Attendees: Strategic Planning Committee of the Board of Directors

Goals and Outcomes:

- Review the outcomes from Meeting 4.
- Develop the proposed Strategic Directions and Goals

Meeting 6:

Date: Wednesday, May 20, 2009, 2:00 – 4:00

Attendees: Strategic Planning Committee of the Board of Directors

Goal and Outcome:

- Finalize all “wordsmithing” of the Mission, Strategic Directions and Goals for 2010-2013

June Board Meeting:

Date: June 24, 2009

Attendees: Board of Directors

Goal and Outcome:

- Present completed Strategic Directions and Goals for 2010-2013

July Board Meeting:

Date: July 29, 2009

Attendees: Board of Directors

Goal and Outcome:

- Approve Strategic Directions and Goals for 2010-2013

Communications Support

- After each completed session, there will be an e-mail communication to all Loudoun Chamber staff and Board members describing the events and outcomes of each meeting – as a means of keeping sustained awareness of the “planning process and progress” in front of all vital constituencies
- Possible website “Comment Section” available to all members of the Board and key stakeholders for the duration
- Website posting of all “progress to date” for the Strategic Planning Process

Follow-up Fall 2009

- Loudoun Chamber staff and Board sets budget and 2010 plans to gain traction on three-year Strategic Plan

Follow-up for 2010-2013

- The Strategic Planning Committee of the Board revisits the Strategic Plan as a “living” document. Perhaps two to four times a year, staff reports to the Committee (or the full Board) the progress of annual tactical plans toward meeting the Strategic Plan directives – reporting any gaps and if necessary, actions designed to get back on track.