



Santa Monica
CHAMBER
of **COMMERCE**

FIVE YEAR
STRATEGIC
Plan 2025-2030





Table of Contents

3	Message from The President	6	Strategic Priorities
4	Message from The Chair	12	Board Members
5	Strategic Plan	13	Contact Information
6	Mission & Core Purpose		

MESSAGE from the president



Judy Kruger

CEO & PRESIDENT

The Santa Monica Chamber of Commerce is delighted to share its 5-year Strategic Plan that will serve to guide the Chamber as it moves forward with its vision, mission, and impactful programming. This Strategic Plan coincides with Chamber's Centennial Celebration in 2025. With a look back and a look forward, using lessons learned, the Plan will ensure a stronger Chamber and a healthy and vibrant business community. This is an exciting time to be engaged with the Santa Monica Chamber of Commerce.

The Strategic Plan, consolidated from a membership survey and from a series of meetings, interviews, and conversations, identifies the most relevant and timely membership wants and needs. The intent for the Strategic Plan is to ensure that the Chamber is providing outstanding value for membership while it supports a thriving beach-cool business community.

MESSAGE from the chair



Charlie Lopez-Quintana

CHAIR, BOARD OF DIRECTORS

The Santa Monica Chamber of Commerce is steadfast in its commitment to serving and strengthening our business community. As we initiate our 5-Year Strategic Plan, our core objectives are clear: enhance member value, address the pressing issue of homelessness & safety, and advocate tirelessly for our businesses across local, state, and federal levels.

Our efforts will focus on creating an environment where businesses can thrive, contributing to a flourishing and resilient Santa Monica. We believe that by working closely with public and private partners, we can drive meaningful change for the benefit of both our members and the broader community.

Thank you for your continued support and collaboration as we move forward together toward a brighter, more prosperous future for Santa Monica.



ABOUT THE STRATEGIC PLAN

What is the Strategic Plan?

The Santa Monica Chamber of Commerce 5-year strategic plan provides an outline for future work built with a vision for a thriving business community. The plan includes 5 Strategic Priorities identifying the most important areas that will shape the future of Santa Monica's business community.

The Strategic Plan and the identified 5 Priorities have undergone a "Blue Ocean Review." A Blue Ocean Review examines areas of programming and areas of focus that are unique to the Chamber of Commerce. These unique areas will offer exceptional value to members.

The Chamber staff will provide quarterly reports to the Board of Directors articulating and identifying metrics achieved. The Strategic Plan will receive an annual review for any necessary updates.



MISSION AND CORE PURPOSE

MISSION

“The Santa Monica Chamber of Commerce advocates and represents business interests and issues affecting the community. The Chamber provides the environment to help its members prosper and succeed through a proactive working partnership with all levels of government and community organizations to achieve a healthy local economy and quality of life.”

CORE PURPOSE

“The core purpose of the Santa Monica Chamber of Commerce is to foster, enable, and facilitate the success of Santa Monica businesses, so our community is financially healthy and all the people living, working, and playing in Santa Monica can enjoy a high quality of life.”

STRATEGIC PRIORITIES

* **PRIORITY #1 GROW THE VOICE OF BUSINESS IN POLICY AND ADVOCACY**

* **PRIORITY #2 STRENGTHEN THE MEMBERSHIP EXPERIENCE**

* **PRIORITY #3 EXPAND MARKETING, COMMUNICATIONS AND BRANDING**

* **PRIORITY #4 ESTABLISH STRONGER CLEAN AND SAFE TACTICS**

* **PRIORITY #5 BUILD EXCELLENCE IN ORGANIZATIONAL OPERATIONS**

PRIORITY #1 GROW THE VOICE OF BUSINESS IN POLICY AND ADVOCACY

The first priority for the Chamber's Strategic Plan is to grow the voice of business in both policy and advocacy efforts creating a highly-recognized and critically important program that positions the Chamber as a thought leader and an action-focused organization.

STRATEGIC VISION

- Position the Chamber as the leading strong advocacy voice for businesses in Santa Monica through stronger policy committees: Government Affairs Committee (GAC), Land Use and Mobility Committee (Land Use), and Hospitality & Retail Committee
- Achieve significant shifts in a favorable business environment and pro-business policies through greater member coalition building efforts
- Continue to create a highly regarded annual Policy Conference that provides exceptional value for members and the westside community
- Continue to strengthen relationships and the voice of business with local and state elected officials
- Be the cheerleader for an optimistic vision for the city and business community

STRATEGIC WORK PLAN

- Survey members to identify policy priorities tapping into member committees, events, and survey platforms
- Tailor the annual policy conference to meet members' priorities with key take-aways and action items
- Communicate member priorities to elected officials and stakeholders
- Grow membership engagement in all committees
- Hold town halls with local and state elected on a regular basis and when issues arise
- Hold a City of Santa Monica candidates' forum and release a candidates' survey each election cycle
- Create and send out a Chamber Voter's Guide each election cycle
- Develop policy position briefs collaborating with subject matter experts that can drive forward influence on key issues
- Make one annual Sacramento trip to advocate for Santa Monica businesses
- Tell the stories of advocacy successes through Gov Affairs newsletter and social media platforms

With additional revenue, the Chamber could:

- Hire full time Government Affairs staff (or two)
- Hire a lobbyist or Public Affairs firm

PRIORITY #2

STRENGTHEN THE MEMBERSHIP EXPERIENCE

This second priority focuses on enhancing members' experiences through mapping the membership journey (and the retention path), identifying and building a strong, innovative marketing suite of services, and amplifying members' stories.

STRATEGIC VISION

- Map the individual member experience creating a visual working plan that is shared with prospective members
- Identify the clear path to higher levels of membership retention
- Offer workshops and tutorials to members on effective practices to grow their business including utilizing AI and other targeted programs
- Increase opportunities for members to market their businesses promoting the member-to-member, matchmaking, introductions, industry groups, and platforms
- Attract new members that have higher levels of engagement with the Chamber
- Grow the Ambassador program with at least 5 highly motivated members
- Continue to grow the successful Chamber Talent Connect Workforce program with Santa Monica College
- Launch the Santa Monica Chamber of Commerce Business Center (name TBD) including a focus on women-owned businesses
- Tell members' success stories sharing widely with prospects and membership via video, web, print, email and social.

STRATEGIC WORK PLAN

- Increase membership revenue by at least 25% year over year
- Increase member count by at least 15% year over year
- Target member retention rate of 75%
- Create a "Increase your Business by Marketing" resource booklet
- Work closely with Marketing to update member recruitment and retention promotional – print, digital, and social media
- Secure and execute next iteration of Chamber Talent Connect with SMC

With additional revenue, the Chamber could:

- Buy additional contact lists for Santa Monica and West LA businesses and residents
- Hire influencers and more digital content

PRIORITY #3 IMPROVE MARKETING, COMMUNICATIONS AND BRANDING

The Chamber priority for improving marketing, communication, and branding includes effectively engaging on multiple platforms to include focusing on diverse member segments – small, medium, and large sized businesses in each industry sector.

STRATEGIC VISION

- Increase the Chamber’s marketing program by first benchmarking metrics and then by increasing engagement via newsletters, website, socials, and print
- Use the 100-year Centennial Celebration to rebrand and aggressively promote the Chamber looking back and looking forward
- Utilize all new methods of marketing and branding, e.g. AI or other members who offer marketing services
- Launch storytelling campaigns using Chamber members’ stories and testimonials via newsletters, website, and social
- Effectively share the diverse stories within the Chamber including women-owned businesses
- Promote the picture of the City of Santa Monica as thriving and good for business

STRATEGIC WORK PLAN

- Refresh the Chamber’s logo, templates, and promotional material
- Review and update Chamber’s website as needed
- Increase paid marketing in print, digital and social
- Create a communication calendar using content creators to grow outreach
- Evaluate and update email and newsletter program for optimization

With additional revenue, the Chamber could:

- Create a digital Chamber business guide to send to businesses and residents
- Purchase additional contact list through D & B Hoovers
- Purchase residential contact list for promoting neighborhood businesses

PRIORITY #4 ESTABLISH STRONGER CLEAN AND SAFE GOALS

A cleaner and safer Santa Monica is a priority for all members, and Priority #4 will address key recommendations and provide an advocacy outline.

STRATEGIC VISION

- Engage GAC and Chamber committees to research and consolidate desired clean and safe goals
- Build a program that drafts recommendations and builds advocacy efforts for a cleaner and safer Santa Monica so that all businesses and community can thrive and grow
- Create a members' survey to identify members' clean and safe concerns
- Draft and disseminate agreed upon clean and safe goals and recommendations
- Organize and activate GAC, committees, members and Board on all advocacy efforts

STRATEGIC WORK PLAN

- Focus on eliminating public disruption so that business can increase customer business
- Identify recommendation for the City to be less welcoming to transients
- Connect SMPD neighborhood officers to corresponding businesses
- Advocate for public works to return cleanliness and maintenance programs to pre-pandemic levels
- Publish final recommendations and create reporting documents advocacy wins



PRIORITY #5 BUILD EXCELLENCE IN OPERATIONS

The Chamber functions best when operating in continuous improvement – especially with processes and systems creating agility and efficiency. This priority will foster exceptional operations internally, with staff, and with the board of directors.

STRATEGIC VISION

- Build a strong process for communicating between Executive Board and the Board of Directors
- Create a Chamber of Excellence in all communication while activating Board engagement
- Review and revise compensation to stay competitive with industry standards
- Create internal and external content reflecting and messaging the Chamber successes

STRATEGIC WORK PLAN

- Create consolidated content for quarterly and annual reporting with a one sheet summary that Board members can use to promote successes to the community
- Review and revise salaries to meet industry standards implementing annual reviews tied to metrics and annual reviews
- Review and revise Chamber By-laws especially for board size and membership retention
- Review and revise back-office systems for efficiencies and cost effectiveness



2024-2025 BOARD OF DIRECTORS

EXECUTIVE BOARD

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Shutters on the Beach and Hotel Casa Del Mar

Chair Elect

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Harding Larmore Kutcher & Kozal LLP

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Vice Chair

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Vice Chair

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Vice Chair

Melissa Cohen
BXP

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Rudy Flores
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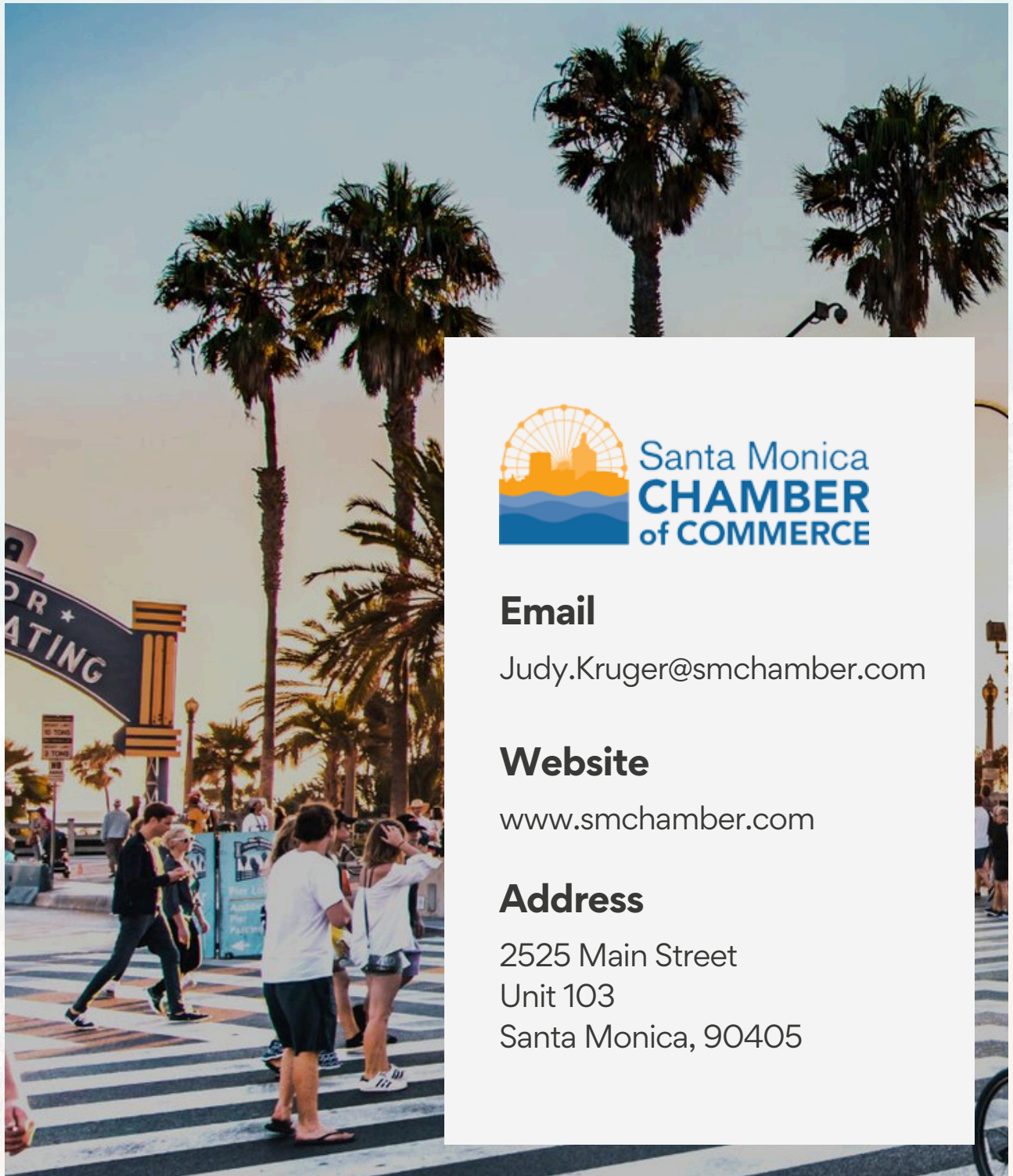
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