

# Strategic Plan

## Lawton Fort Sill Chamber of Commerce

### *Mission*

“The Lawton Fort Sill Chamber will provide value-added services to our members and the community that create economic opportunities and an enhanced quality of life for our citizens through leadership, relevancy and innovation.”

“To be the premiere business organization in Southwest Oklahoma with a strong leadership position in the community and the state while providing visionary leadership in the protection and the diversification of the economic base. The Chamber will grow its membership and volunteer base and have a strong, professional and dynamic Board of Directors and staff dedicated to the promotion of its members and the Lawton Fort Sill Region.”

### *Vision*

#### *Economic Development*

- Change Economic Development structure to include all organizations with vested interest
- Communicate importance and value of downtown redevelopment
- Determine location of future industrial park(s)
- Engage in small business start-up assistance

#### *Membership Services*

- Grow membership base and retain members
- Provide value-added services
- Assess value of member benefits, programs and costs

#### *Tourism*

- Recruit/support events, attractions and activities in the community
- Coordinate/support Signature Events - Wichita Mountains Classics & Windy 100
- Inform/Educate organizations and associations on opportunities with the Chamber

#### *Military & Government Affairs*

- Military Affairs – Continue to unify the business community leaders of the Lawton Metro area and Fort Sill through military-oriented social and strategic events
- Redefine Co-Op Operations and maintain program
- Legislative Affairs – Maintain relationships between Lawton and Fort Sill, and between the Lawton Fort Sill community and the state and federal legislators

#### *Community Enrichment*

- Promote a positive image of Lawton
- Support education
- Work with community partners to enhance beautification
- Promote qualified retiree workforce available in Lawton
- Support & promote healthy living

### *Values*

- Committed & Engaged Members
- Customer Focus/Satisfaction
- Vision & Leadership
- Community Spirit
- Continuous Quality Improvement
- Quality & Empowered Staff
- Integrity & Honesty
- Value-added Philosophy
- Momentum & Forward Movement

# Business Plan

## ECONOMIC DEVELOPMENT

1. *Change the structure of the recruitment efforts*
  - Create a Economic Development oversight Board within the Chamber
  - Target recruitment efforts toward five industries identified in 2005 Economic Development Strategy study: (1) Defense Contractors/Home-land Security-with an emphasis on "Information Technology"; (2) Food Processing; (3) Rubber and Plastics Products; (4) Robotics/Automation; and (5) Wind Energy
  - Plan and host semi-annual gatherings of national site location consultants
  - Visit a minimum of two existing businesses monthly
  - Reconvene regular meetings and initiatives of Mountain Metro economic development efforts
  - Combine Economic Development website with chamber website
2. *Communicate and promote the value of the downtown redevelopment by keeping in public eyes with current updated information*
  - Place information about the downtown project on website (keep it current)
  - Continue working with LEDA and Ruhl & Ruhl on ensuring success of the downtown project
  - Speak about the downtown development project at local groups and meetings
3. *Determine location of future industrial park(s)*
  - Develop database of existing sites and buildings available in our area
  - Identify available land
4. *Engage small businesses to form a coalition by setting specific guidelines*
  - Create a simple start-up business check list for individuals interested in starting a new business this form would be available for pick up at chamber including all the resources available in our area for start-up assistance
  - Continue partnering and utilizing resources like Great Plains Technology Center, Oklahoma Small Business Development Center (OSBDC), State Small Business group, and the Chamber Small Business group
  - Actively recruit small business owners to join this coalition

## MEMBERSHIP

1. *Grow Membership Base*
  - Continue implementation of retention program
  - Increase Membership by 10% as based on June 30, 2011 total
  - Recruit 5 New Commerce Circle Members
  - Identify & Develop New lead/prospect resource
2. *Provide Value Added Services*
  - Create Total Resource Package
  - Review and revise financial processing options
3. *Assess Value of Member Benefits, Programs and Costs*
  - Evaluate Dues structure and set written policy
  - Develop process to accurately track attendance
  - Identify one new non-dues revenue program to enhance networking opportunities

## TOURISM

1. *Recruit/Support Events, Attractions and Activities in the Community*
  - Increase Museum awareness through staff involvement and ABA
  - Increase Parks/Trails awareness through promotional piece
  - Update/Revamp Marquee Promotion Program
  - Develop Tracking Systems to determine number of visitors each year
2. *Coordinate/Support Signature Events- Wichita Mountain Classics & Windy 100*
  - Develop Sponsorship Program/Package to increase awareness and Promotion
  - Increase Wichita Mountain Classic Sponsorships by 5%
  - Assist with coordination of Windy 100 Cycling Event
  - Develop structured Event Checklist to assist with successful event coordination
3. *Inform/Educate Organizations and Associations on opportunities with the Chamber*
  - Develop Tourism Information Packets to assist associations with conference development
  - Update/Revise Facility Listing
  - Create Speakers Bureau to speak at organization meetings about Chamber benefits

## MILITARY AND GOVERNMENT AFFAIRS

1. *Military Affairs - Continue to unify the business community leaders of the Lawton Metro area and Fort Sill through military oriented social and strategic events.*
  - Hold Military Affairs Executive Committee Meetings once per quarter.
  - Maintain involvement in the Soldier of the Year/Quarter Program, increasing award for the Soldier and NCO of the Year to \$200, while keeping the Soldier and NCO of the Quarter at \$100.
  - Continue to support Cameron University's ROTC Cadet of the Year Program.
  - Hold at least 4 Military Affairs Community Activities Leadership Link (MACALL) events.
  - Host Hails & Farewells for Incoming/Outgoing Commanding General, Deputy Commanding Generals and Commandants.
2. *Redefine Co-Op Operations and maintain program*
  - Edit and publish revised Co-Op Operations Policy based upon Ft. Sill's JAG review.
  - Conduct and/or sponsor 4 Co-Op Signature Events: Dinges Award Banquet, Buffalo Burger Cookout, Bill Smith Golf Tournament, and Military Appreciation Day.
  - Increase Co-Op Membership by 5%, or at minimum 5 new members.
3. *Legislative Affairs - Maintain relationships between Lawton and Fort Sill, and between the Lawton Fort Sill Community and our State and Federal Legislators.*
  - Retain contractual and interpersonal relationships with City of Lawton and Lobbyists.
  - Hold one State and one Federal focus group to identify issues which can be supported through legislation.
  - Create a consistent and distinct image, vision and voice of the Lawton Fort Sill Community to be used in a variety of legislative avenues.
  - Maintain a minimum of three forums that provide members and investors direct access to their elected delegates.
  - Continue to coordinate and conduct Annual Southwest Oklahoma Legislative Reception and Washington DC Fly-In.

## COMMUNITY ENRICHMENT

1. *Promote Positive Image of Lawton*
  - Develop and implement a Community Image Campaign
  - Use Chamber publications and communications to regularly highlight community accomplishments
2. *Support Education*
  - Re-activate Education Committee
  - Create/Support events for education similar to UW Day of Caring
  - Support bond issues
  - Create two-way dialogue between businesses and education about what is needed
  - Promote accomplishments of LPS
  - Keep Chamber members informed about advantages of Lawton education
3. *Work with Community Partners to Enhance Beautification*
  - Increase involvement with Lawton Economic Development Authority
  - Create more awareness for Trash Off
  - Use Chamber publications and communications to regularly highlight improvements
4. *Promote qualified retiree workforce available in Lawton*
  - Identify a method for learning who is retiring
  - Advertise to business and industry this valuable workforce resource
5. *Support Wellness Challenge*
  - Continue Wellness Expo
  - Monitor legislation that impacts health care