



Stillwater Chamber of Commerce

2015-2017 Strategic Plan

## **Chamber Mission**

The Stillwater Chamber is the leader in representing business and the driving force behind the economic development of Stillwater. The Chamber builds business through educational programs and establishes connections while representing business at the local, state and federal level.

## **Chamber Purpose**

The Chamber is organized to advance the general welfare and prosperity of the Stillwater area, so that its citizens and all areas of the community shall prosper. All necessary means of promotion shall be provided and particular attention and emphasis shall be given to the agricultural, civic, commercial, cultural, economic educational and industrial interests of the area.

## **Executive Summary**

Through counsel and direction from the Board of Directors and the Strategic Planning Steering committee, the Stillwater Chamber of Commerce has developed and crafted this Strategic Plan for the years of 2015-2017. This plan, consistent with our mission and purpose statements, will set the course for our organization through 2017.

This document is meant to be closely adhered to by the Chamber's staff, the Board of Directors and volunteers of the Chamber and is meant to benefit our Partner businesses, and ultimately the prosperity of the Stillwater community and surrounding area. There are specific goals and objectives mapped out in the Chamber's Strategic Plan, which are quantifiable and will be monitored closely.

## Strategic Initiative Topic: Membership Growth & Retention

**Mission:** The Stillwater Chamber is the leader in representing business and the driving force behind the economic development of Stillwater. The Chamber builds business through educational programs and establishes connections while representing business at the local, state, and federal level.

### Statement of End Result:

The Chamber demonstrates its perceived value to the Stillwater area business community as evidenced by its continuous annual growth in membership and extremely high retention rates

Goal 1				
Attract new members				
Objective 1.1				
Target specific markets for growth				
Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Shaun Noll Juliet Abdeljawad	2015 Membership 880 2016 Membership 923 2017 Membership 969	Annually	
Strategy				
Continue membership recruitment efforts Implement a rejoin campaign Grow M2M campaign with use of discount card Grow Junior Partners Small Business Engagement				
Current Year Target Measure				
880 Total membership by year end				
Accountability Stakeholders				
Board of Directors and Staff				

**Objective 1.2**  
**Grow member diversity**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Julie Wilson Shaun Noll	Review sectors and target missing areas	Annually	
<b>Strategy</b>				
Analyze current industry sectors Special offers for joining within specific timelines to needed sectors Seek businesses operating in Stillwater				
<b>Current Year Target Measure</b>				
Analyze and put a plan in place				
<b>Accountability Stakeholders</b>				
Juliet Abdeljawad				

**Goal 2**  
**Retain current members**

**Objective 2.1**  
**Conduct membership satisfaction survey**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Dakota Ballard	Increased satisfaction results	Annually	
<b>Strategy</b>				
Review current survey to ensure questions are measurable				
<b>Current Year Target Measure</b>				
June survey sent - July report to Board				
<b>Accountability Stakeholders</b>				
Board of Directors and Staff				

**Objective 2.2****Conduct exit interviews with non-retained members to determine reason for non-renewal**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Dakota Ballard Juliet Abdeljawad	Address retention needs based on interviews	Annually	
<b>Strategy</b>				
Send email survey each month to drops Staff reaches out to dropped members Engage Exec Board to assist with non-responding members				
<b>Current Year Target Measure</b>				
Grow response rate by 10% annually				
<b>Accountability Stakeholders</b>				
Executive Committee				

**Objective 2.3****Utilize red/yellow light system to determine members needing engagement**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Julie Wilson Juliet Abdeljawad	Decrease the number of members in red/yellow	Annually	
<b>Strategy</b>				
Analyze membership and determine members who fall into red or yellow categories and find ways to increase involvement in the Chamber. Board to assist with non-engaged members.				
<b>Current Year Target Measure</b>				
Lower the number of members in the red/yellow categories by 1% annually				
<b>Accountability Stakeholders</b>				
Board of Directors & Staff				

## Strategic Initiative Topic: Community Partnership/Plan

**Mission:** The Stillwater Chamber is the leader in representing business and the driving force behind the economic development of Stillwater. The Chamber builds business through educational programs and establishes connections while representing business at the local, state, and federal level.

### Statement of End Result:

The Chamber has partnered with key community stakeholders in the pursuit of one shared vision of success and prosperity for the community while simultaneously encouraging and supporting the stakeholders in the pursuit to their unique missions and objectives

<b>Goal 1</b>				
<b>Create a vision of the future that is adopted, shared, and accepted by the community as a whole</b>				
<b>Objective 1.1</b>				
<b>Formalize a partnership with appropriate stakeholders</b>				
Strategic Dimension	Accountability	Measurement	Target Date	Status
Leverage	Lisa Navrkal	Partnerships established	9/1/2015	
<b>Strategy</b>				
Encourage additional input into SEDAC from appropriate entities Establish bi-annual meetings with other entities - SPS / BID / OK Career Tech / Meridian / Tourism				
<b>Current Year Target Measure</b>				
Additions to SEDAC Meetings established with stakeholder entities				
<b>Accountability Stakeholders</b>				
Chairman & Board of Directors				

**Objective 1.2**  
**Create and implement a community visioning process**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Leverage	Lisa Navrkal	Establishment of a vision	12/31/2017	
<b>Strategy</b>				
Input from various partners and stakeholders Townhall meetings open to public Develop vision that is accepted				
<b>Current Year Target Measure</b>				
Engage partners and establish a plan to move forward				
<b>Accountability Stakeholders</b>				
Board of Directors - City of Stillwater - Key Stakeholders				

**Goal 2**  
**Support the initiatives of stakeholders that advance the prosperity and success of the community**

**Objective 2.1**  
**Determine the needs of other stakeholders over the next 5 years**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Convene	Lisa Navrkal	Listing of needs from each entity	Ongoing	
<b>Strategy</b>				
Determine initiatives that would be beneficial for the growth of community, share initiatives with committees and Board to determine support				
<b>Current Year Target Measure</b>				
Layout upcoming measures and address with committees to garner support of issue Present to Board for Resolution of Support				
<b>Accountability Stakeholders</b>				
Board of Directors				



**Goal 3**  
**Grow awareness of the Stillwater area through "Still Pioneering" branding**

**Objective 3.1**  
**Begin implementation of the branding campaign**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Lisa Navrkal	Community knowledge of branding	12/31/2017	

**Strategy**

Produce material to assist in the promotion of community  
 Community Guide for use in recruitment  
 Community Video

**Current Year Target Measure**

2015 Completion of guide and planning of video

**Accountability Stakeholders**

City of Stillwater

## Strategic Initiative Topic: Funding

**Mission:** The Stillwater Chamber is the leader in representing business and the driving force behind the economic development of Stillwater. The Chamber builds business through educational programs and establishes connections while representing business at the local, state, and federal level.

### Statement of End Result:

The Chamber continues to generate and develop the financial resources required to effectively fulfill its mission and adequately drive all of its strategic initiatives

<b>Goal 1</b>				
<b>Maintain positive financials through membership &amp; marketing plan</b>				
<b>Objective 1.1</b>				
<b>Initiate annual Total Resource Campaign (TRC)</b>				
Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Amanda Patredis Juliet Abdeljawad	Growth in dollars and businesses participating	Annually	
<b>Strategy</b>				
Review opportunities to add items to existing programs Analyze rate structure of every sponsorship				
<b>Current Year Target Measure</b>				
2016 - \$330,000 dollars 150 businesses				
<b>Accountability Stakeholders</b>				
Staff - TRC Volunteers - Board of Directors				

**Objective 1.2****Identify revenue projections from new member growth**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Amanda Patredis Shaun Noll Julie Wilson	Increase in membership dollars 3% annually 2015 - \$42,022 2016 - \$43,283 2017 - \$44,581	Annually	
<b>Strategy</b>				
Estimate continued membership growth numbers Identify Preferred Partners Retain and Recruit - currently at 146				
<b>Current Year Target Measure</b>				
10 Additional Preferred Partners				
<b>Accountability Stakeholders</b>				
Juliet Abdeljawad and Staff				

**Objective 1.3****Maintain a 60/40% range of balance between non-dues and dues revenues**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Amanda Patredis Juliet Abdeljawad	No less than 40% and no more than 60%	Annually	
<b>Strategy</b>				
Evaluate programs in TRC annually Raise base rate establishing a 1-10 employee rate Review rates on an annual basis - Staff will prepare proposed rates & present at October board meeting				
<b>Current Year Target Measure</b>				
40/60% Ratio				
<b>Accountability Stakeholders</b>				
Staff				

**Goal 2**  
**Establish and maintain an Economic Development Incentive Fund**

**Objective 2.1**  
**Establish an economic development private partnership for funding**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Amanda Patredis Lisa Navrkal	Establish private partnership adding \$187,500 annually	2017	

**Strategy**

Establish a private economic development partnership campaign to begin Jan 2016  
 Goal of 150 members @ \$1250

**Current Year Target Measure**

2015 - Partnership established  
 2016 - \$93,750 year one goal

**Accountability Stakeholders**

Chairman and Board of Directors

## Strategic Initiative Topic: Economic Development

**Mission:** The Stillwater Chamber is the leader in representing business and the driving force behind the economic development of Stillwater. The Chamber builds business through educational programs and establishes connections while representing business at the local, state, and federal level.

### Statement of End Result:

In 2017, the Stillwater area has experienced continuous growth in new job creation at the average wage rate (or above) for local businesses/industries.

<b>Goal 1</b>				
<b>Create positive growth in new jobs that meet or exceed the average wage rate</b>				
<b>Objective 1.1</b>				
<b>Create jobs from new business/industry locations</b>				
Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Lisa Navrkal	Growth of 225 new jobs	12/31/2017	
<b>Strategy</b>				
Active recruitment of targeted industries Attendance at conferences related to industries Website development for ease of search from site selectors Maintain property database Entrepreneurship growth by establishing resources and tools needed				
<b>Current Year Target Measure</b>				
75 new jobs by year end 2015				
<b>Accountability Stakeholders</b>				
Staff				

**Objective 1.2**  
**Create jobs from existing business expansions**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Lisa Navrkal	Growth of 375 jobs through expansions	12/31/2017	
<b>Strategy</b>				
Visiting with businesses on needs to expand and overcome obstacles Maintaining database to record info				
<b>Current Year Target Measure</b>				
125 jobs created through expansion by year end 2015				
<b>Accountability Stakeholders</b>				
Travis Tinnin				

**Objective 1.3**  
**Identify "flagship" businesses and industry to benchmark for average wages**

Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Lisa Navrkal	Identifying the labor market	Ongoing	
<b>Strategy</b>				
Analyze our current labor market to include a breakdown of market composition and wages. Also determine what the needs will be over the next 3 years to establish we have enough workforce.				
<b>Current Year Target Measure</b>				
Solicit information on firms doing studies and conduct a labor market study by January 2016				
<b>Accountability Stakeholders</b>				

<b>Goal 2</b>				
<b>Create and maintain certified industrial parks</b>				
<b>Objective 2.1</b>				
<b>Develop options for virtual spec sites</b>				
Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Lisa Navrkal	Development of one spec site and certification of 3 Stillwater sites	12/31/2017	
<b>Strategy</b>				
Determine process for certification of site through Oklahoma Department of Commerce Establish a listing of sites to certify Develop a virtual building on most applicable site				
<b>Current Year Target Measure</b>				
Certify one site by year end 2015				
<b>Accountability Stakeholders</b>				

<b>Goal 3</b>				
<b>Implement &amp; maintain an aggressive business retention program</b>				
<b>Objective 3.1</b>				
<b>Maintain an existing industry visitation program</b>				
Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Travis Tinnin Lisa Navrkal	Record 375 visits by 2017	12/31/2017	
<b>Strategy</b>				
Lead staff will visit with current businesses and aim to meet goal of 144 annually. Conduct surveys with each business to determine needs and review monthly. Establish programs if needed to meet needs. Visits need to focus on quality not quantity.				
<b>Current Year Target Measure</b>				
100 visits by year end - target annually 144				
<b>Accountability Stakeholders</b>				

<b>Goal 4</b>				
<b>Assure an available, skilled workforce to meet local business/industry needs</b>				
<b>Objective 4.1</b>				
<b>Advocate and develop plans to ensure that Stillwater produces students ready for today's economy</b>				
Strategic Dimension	Accountability	Measurement	Target Date	Status
Leverage	Lisa Navrkal Travis Tinnin	Increased graduation rates through key stakeholders	Ongoing	
<b>Strategy</b>				
Monitor graduation rates at area high schools, Meridian and OSU. Encourage involvement from businesses at each level to assist with work/college readiness. Explore ideas to grow workforce such as job fairs, greater grad program, intern programs, and spousal referral program.				
<b>Current Year Target Measure</b>				
Develop a fast track job referral program and promote to professionals with a trailing spouse.				
<b>Accountability Stakeholders</b>				
Julie Wilson & Staff				

<b>Goal 5</b>				
<b>Development of one economic development entity for primary company recruitment</b>				
<b>Objective 5.1</b>				
<b>Complete transition of Industrial Foundation assets and liabilities and market assets</b>				
Strategic Dimension	Accountability	Measurement	Target Date	Status
Lead	Lisa Navrkal	Marketing plan and materials developed	12/31/17	
<b>Strategy</b>				
Creation of an advisory board to assist in determining direction. Certification of sites and marketing materials to promote.				
<b>Current Year Target Measure</b>				
Develop board and establish a plan to manage assets and liabilities				
<b>Accountability Stakeholders</b>				
Board of Directors				