



Strategic Plan for 2012-2014

By working to achieve the mission and goals of this plan, the Greater Cheyenne Chamber of Commerce will play a major role in sustaining the regional economic health that is critical to the success of our business members. Recognizing that the health of the Cheyenne area's economy is integrally tied to the quality of life and welfare of our community, our plan incorporates a comprehensive roadmap of internal and external goals for our organization. We will implement this plan aggressively and enthusiastically on behalf of our members and our community.

OUR MISSION STATEMENT

The purpose of the Greater Cheyenne Chamber of Commerce is to make the greater Cheyenne area a more prosperous and quality community by being the voice of business, by advocating and promoting the Cheyenne area as a regional business center, and by serving as a leader for community and economic growth.

OUR OVERALL GOALS FOR 2012-2014

To accomplish our mission, we will focus our Program of Work to achieve the following:

- Recognize and meet our members' needs and expectations
- Communicate the Chamber's strategic direction and the value of membership
- Leverage the Chamber's resources to successfully achieve its mission

OUR PRIORITY AREAS AND GOALS

To accomplish our mission, we will focus our activities on the following priorities:

Membership and Fundraising

Overall Goal: Recommend strategies to increase membership and participation in the Chamber to the Board of Directors. Recommend and support activities for the Chamber.

Military and Government Affairs

Overall Goal: Advance Action and Advocacy efforts that promote a strong business climate and nurture a sustainable robust military presence in the Cheyenne area.

Prosperity Development and Growth

Overall Goal: Provide leadership in the development of business and quality of life in the Greater Cheyenne area

Finance and Administration

Overall Goal: Oversee the financial and administrative operations of the Chamber of Commerce insuring accurate accounting and investment of the Chamber's finances. Make recommendations to the board for policies and procedures that will allow the Chamber's mission to prosper financially in a pristine environment of integrity. Create solutions for better management of the Chamber.

STRATEGIES AND OBJECTIVES OF PRIORITY AREAS

Membership and Fundraising Division

Overall Goal: Recommend strategies to increase membership and participation in the Chamber to the Board of Directors. Recommend and support activities for the Chamber.

Strategies:

- Increase retention rates for 1st and 2nd year members through a successful onboarding process.
- Ensure that sponsors' expectations are met. Clearly identify duties of staff and volunteers. Sponsor benefit delivery plan to be executed by 2-1-12
- Increase membership engagement and access to benefits. Update web platform and initiate smart phone app to increase access (1-1-12).

Success Measures:

- Achieve an overall member retention rate of 89%.
- Membership feedback throughout the year and on the annual survey. Send out Surveys Quarterly

2012 Objectives:

- 1) Create an on-boarding process that is complement of existing retention plan for 1st and 2nd year members and implement it by 2-1-2012

Responsibility: *Vice Chairman Bob Harmon and Membership Staff*

- 2) Visit Community Magazine advertisers after delivery to get feedback on expectations.

Responsibility: *Vice Chairman Bob Harmon and Membership Staff*

- 3) Utilize banquet staff and red Carpet volunteers at luncheons to free up staff to focus on interacting with members.

Responsibility: *Vice Chairman Bob Harmon and Membership Staff*

- 4) Change the luncheon format to feature the speaker at the beginning.

Responsibility: *Vice Chairman Bob Harmom and Membership Staff*

- 5) Move the printed newsletter to bi-monthly or quarterly by 9-1-2012.

Responsibility: *Vice Chairman Bob Harmon and Membership Staff*

- 6) Ensure that the e-news is cell-phone friendly by 3-1-2012

Responsibility: *Vice Chairman Bob Harmon and Membership Staff*

- 7) Establish a Christmas Parade Committee outside of the Chamber Staff to perform some of the necessary planning and tasks by 5-1-12.

Responsibility: *Vice Chairman Bob Harmon and Membership Staff*

- 8) Grow and expand TRC Pick 2012 Chairman by 1-1-2012.

Responsibility: *Vice Chairman Bob Harmon, Dale Steenbergen and Tristan Johnson*

Military and Government Affairs Division

Overall Goal: Advance Action and Advocacy efforts that promote a strong business climate and nurture a sustainable robust military presence in the Cheyenne area.

Strategies:

- Ensure that MILMAC is effective and meeting the needs of its members.
- Increase the effectiveness of the Executive Committee and other sub-committees.
- Wranglers will be the voice of MAC.
- Continue state, federal and military advocacy initiatives and increase local initiatives.
- Communicate, promote and educate the value of this Division to the general membership.

Success Measures:

- Active MAC and Action and Advocacy committees
- Number of joint initiatives with regional and federal partners
- Number of members engaged in providing feedback on legislative surveys, participating with grassroots initiatives for call-to-actions, and attending public meetings
- Outcomes on laws and regulations that impact Cheyenne area businesses and the community

2012 Objectives:

- 1) Evaluate the effectiveness of MILMAC by collecting feedback from the Executive Committee by 1-15-2012.

Responsibility: *Vice Chairman Linda Weppner and Dale Steenbergen*

- 2) Create leadership structure for Action and Advocacy with Vice Chair of Military and Governmental Affairs to serve as A&A Chair.

Responsibility: *Vice Chairman Linda Weppner and Dale Steenbergen*

- 3) Create 2012 Business Principles by 8-1-2012.

Responsibility: *Vice Chairman Linda Weppner and Dale Steenbergen*

- 4) Plan and execute two Washington Fly-Ins by 1-1-2013.

Responsibility: *Vice Chairman Linda Weppner, Action and Advocacy Chair (TBD) and Dale Steenbergen*

- 5) Host two Eggs and Issues forums during the legislative session.

Responsibility: *Vice Chairman Linda Weppner and Dale Steenbergen*

- 6) Hold two Governor's Receptions during CFD.

Responsibility: *Vice Chairman Linda Weppner and Dale Steenbergen*

7) Host the T-Bird Dinner and invite the Wranglers.

Responsibility: *Vice Chairman Linda Weppner and Dale Steenbergen*

8) Fully fund the Wranglers program and consultant.

Responsibility: *Vice Chairman Linda Weppner and Dale Steenbergen*

9) Educate, promote and recognize the support of the Wranglers.

Responsibility: *Vice Chairman Linda Weppner and PR Staff*

10) Invite JR as a keynote speaker for a major function or event to support the Wranglers.

Responsibility: *Vice Chairman Linda Weppner and Dale Steenbergen*

11) Create a formalized leadership and committee structure for the Wranglers by having the past Chairman serve as the Wranglers' Committee Chairman by 2-1-2012. Move responsibility of military advocacy to Wrangler Committee with 2 technical advisors from both MAC and Action and Advocacy.

Responsibility: *Vice Chairman Linda Weppner and Dale Steenbergen*

Prosperity Development and Growth Division

Overall Goal: Provide leadership in the development of business and quality of life in the Greater Cheyenne area.

Strategies:

- Educate and support incoming and existing businesses by providing "how to?" resources.
- Execute, deliver and receive exposure of events through e-net and social media.
- Communicate services provided and promote the value of the Chamber to the Cheyenne community.
- Leverage staff resources and provide additional support to sub-committees.

Success Measures:

- Frequency of and quality publicity about the positive aspects of living, working and visiting the Cheyenne area
- Number of attendees at training events
- Realize a minimum of \$10k profit for the Christmas Parade

2012 Objectives:

12) Reduce staff time and transfer oversight of P&G sub-committees by assigning Board members to specific ones.

Responsibility: *Vice Chairman Max Carre and Development Staff*

- 13) Implement a new P&G Division structure with a Vice Chair and five other members to act as liaisons to P&G sub-committees and create roles and responsibilities for each position by 2-15-12.

Responsibility: *Vice Chairman Max Carre and Development Staff*

- 14) Evaluate the relevance of sub-committees by holding quarterly meetings and collecting feedback from members who provide oversight to these sub-committees.

Responsibility: *Vice Chairman Max Carre and Development Staff*

Finance and Administration

Overall Goal: Oversee the financial and administrative operations of the Chamber of Commerce insuring accurate accounting and investment of the Chamber's finances. Make recommendations to the board for policies and procedures that will allow the Chamber's mission to prosper financially in a pristine environment of integrity. Create solutions for better management of the Chamber.

Strategies:

- Leverage the Chamber Master program to provide accurate financial information, and to reduce duplication and the amount of staff time needed for reporting.
- Employ measures to ensure the Chamber has sustainable cash reserves.
- Monitor committee budgets and have committee chairs communicate compliance status.
- Continue the commitment for staff training and development with IOM programs, WCP training, and cross-training opportunities.

Success Measures:

- [Positive financial reporting and achieving financial projections \(e.g., Profit & Loss and Balance Sheet statements\)](#)
- [Number of training and development activities staff has participated in](#)
- [Compliance with Standard Operating Procedures](#)

2012 Objectives:

- 1) Increase sustainable cash reserves by setting aside 5% of annual revenue.

Responsibility: *Vice Chairman Jim Hearne and Dale Steenbergen*

- 2) Develop a Standard Operating Procedures manual by 5-1-12.

Responsibility: *Vice Chairman Jim Hearne and Dale Steenbergen*

- 3) Schedule authorized staff to attend for Institute of Organization Management.

Responsibility: *Vice Chairman Jim Hearne and Dale Steenbergen*

Organizational Sustainability (Board)

Goal: Ensure the Chamber has the resources to remain relevant into the future.

Strategies:

- Develop and maintain a skilled and versatile staff that delivers effectively on the Chamber's plan of work.
- Enhance the value of membership and offer programs, activities, and services to meet or exceed the needs and expectations of members.
- Evaluate the Chamber's needs and resources, build a strong financial reserve to serve its members, and implement sound and ethical financial practices.

Success Measures:

- Annual evaluation of job descriptions and how they align with the plan or work
- Financial goals and specific income and expense categories meet budget requirements
- Membership development goals (recruiting and retention) are met
- Feedback from membership indicates the Chamber is meeting or exceeding expectations

Objectives:

- 8) Evaluate staffing duties, develop staff to learn new skills, and hire additional staff as needed.

Responsibility: *President/CEO and Board*

- 9) Review all existing programs for relevance to our stakeholders and financial sustainability.

Responsibility: *President/CEO, Finance Committee, and Staff*

PLAN DEVELOPMENT AND REVIEW

This plan was developed with input from the Chamber membership acquired through an electronic membership survey and phone interviews with community leaders conducted in the fall of 2010. The previous Chamber Strategic Plan, completed in 2007, was used as the basis for questions for the membership survey and interviews as well as for a "starting point" for development of this current plan.

Refinement of the mission, vision, goals, strategies and objectives was completed by the third party facilitator, President/CEO and the Board in October 2011.

A final draft of this Strategic Plan was reviewed and adopted by the Greater Cheyenne Chamber of Commerce Board of Directors at its December __, 2011 meeting.

The plan was distributed to the Chamber membership in January 2012 and is available on the Chamber's website www.cheyennechamber.org.

The Greater Cheyenne Chamber of Commerce Strategic Plan is intended to be a "living document" providing general direction for the organization. It will be reviewed at least annually by the Chamber President/CEO and Board of Directors. The Chamber membership is encouraged to provide input to

the Chamber Staff and Board Members about the plan at any time. As outlined in the plan, membership will be surveyed at least annually on the Chamber's mission, vision, goals, strategies and objectives to ensure the organization is meeting or exceeding the needs and expectations of its membership.