

Cody Country Chamber of Commerce 2011-16 Tactical Goals

Note: Tactical goals are dynamic and may be altered as situations change or issues arise that directly impact the form or function of the organization.

Tactical goals break visionary goals down into manageable parts. Tactical goals tend to be more specific and include strategies, tactics, or actions, whereas visionary goals are strategic and relate directly to the mission providing overall direction and focus areas.

Tactical goals are listed below for each visionary goal named in the 2011-2016 strategic plan. They were created by Chamber board members during a work session (see Appendix). The visionary goals are listed in priority order in terms of “immediate attention;” however the strategic planning committee and Cody Chamber board believe all six goals are very important over the next five years. Tactical goals under each visionary goal are also listed in priority order.

Visionary Goal: We will develop an outstanding value for members to establish the most active and engaged membership in the state and region.

Tactical Goals:

1. Schedule personal visits with existing and potential members with the guidance of a priority list from the board.
2. Research “Best Practices” and “member value” from various chambers in similar communities and build a comparison matrix to assess the comparative value of membership and to determine whether or not emulating techniques that work for other organizations is the right step to take.
3. Create a marketing/communication plan that defines the value of membership and creates the desire to become a member.
4. Increase participation and networking through formal opportunities (committees) and social events (Cody Club, After Hours).
5. Establish a membership evaluation program for past, present and future members to increase member growth and retention.

Visionary Goal: We will build sustainability through fiscal responsibility, staff consistency and excellence.

Tactical Goals:

1. Manage the day-to-day business of the Cody Country Chamber of Commerce.
2. Improve the personnel evaluation program to include staff feedback.
3. Review staff compensation based on market data.
4. Develop a staff training program based on staff needs, Chamber needs and fiscal responsibility.
5. Complete a near-term review of Chamber events to analyze cost/benefits.
6. Review existing budget/programs and recommend adjustments and improvements.
 - a. Annual audits

Visionary Goal: We will position Cody to be recognized as the premier western community to live, visit and do business.

Tactical Goals:

1. Create a western hospitality theme (message, slogan) which establishes a “brand” for the community.
2. Coordinate a community calendar of events.
3. Support and create events which exemplify our western lifestyle and benefit our members, i.e., Rendezvous Royale, Boot Scoot’N Boogie, Spring Fling, etc.
4. Assist in marketing our members’ products and services to allow them to prosper.
5. Utilize the “marketing committee” and other partners (especially Park County Travel Council) to develop a marketing plan.
6. Provide leadership in the development of venues which are beneficial to our members and our community.

Visionary Goal: We will maximize partnerships to enhance and encourage year-round business for meaningful economic growth.

Tactical Goals:

1. Develop a list of potential partners (agencies, businesses and attractions) to facilitate networks.
2. Have members/partners define their products and services in order to create strategic connections which increase visibility.
 - Virtual Mall
 - Business Showcase at Cody Club
3. Clarify the role of the Chamber and its partners to define the Chamber’s role in economic development (outcome: flowchart, graph or chart)

Visionary Goal: We will establish the standard for western hospitality and engage this value throughout the community.

Tactical Goals:

1. Develop a community accepted definition of “western hospitality”.
2. Develop a “world class” training program for customer service for the community (perk for members).
3. Develop an implementation (delivery) system for ongoing customer service training and support (i.e., concierge program).
4. Develop a means to evaluate our success (are we busy or effective?).

Visionary Goal: We will be the community’s recognized voice as an advocate for critical issues, affecting positive change in order to support success in our area.

Tactical Goals:

1. Create a communication plan to proactively identify issues that impact the community and includes member input; create an information clearinghouse.
2. Develop an education program/plan to assist the community in understanding the critical issues (air service, buy local, government).
3. Ensure the government affairs committee takes a proactive role in local, state and federal issues.

APPENDIX

Chamber board members present April 7, 2011: Lee Haines, Mike Darby, James Klessens, Nancy Tia Brown, Rita Conners, Joe Kondelis, Derek Moore, and Bev Richard.

In the chart below, please find the initial information collected during a group process designed to capture ideas from everyone in the work session. These ideas were used to develop the tactical goals.

| Visionary Goal: | Information Collected: |
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| <p>We will develop an outstanding value for members to establish the most active and engaged membership in the state and region.</p> | <ul style="list-style-type: none"> • Networking through committees such as downtown events group, merchants group, Chamber after-hours • Regular member and non-member visitation from board and staff • Be present – actively in the member’s businesses • Meet with members personally and listen to their ideas and concerns • Promote positive partnerships • Goals and measures for meeting with Chamber members • Gather the best ideas from other Chambers (sharing ideas) • Complete an annual report that “toots the Chamber horn” • “Speak your Piece” • Develop plan for member recruitment • Value – provide information • Create marketing campaign that defines value of Chamber membership • Develop a member benefits communication that clearly states the value • Create a desire to be a member – fun benefits • Summary of services provided (can be articulated) • Plan and execute regular networking events • Meet with non-member (or communicate with them somehow) to ascertain the barriers to membership • After-hours functions • Further development of “Cody Club” to include a wide range of topics to attract newcomers • Cody Club • Engage the idea – getting to know our neighbors, invite block group to the Cody Chamber luncheon to introduce themselves and give a little presentation of who they are/their business • Develop an “exit” survey to help determine why members don’t renew • Create regular membership evaluation strategies to be sure members are satisfied • Training needs for businesses |
| <p>We will build sustainability through fiscal responsibility, staff consistency and excellence.</p> | <ul style="list-style-type: none"> • Develop staff expectations, training and evaluations • Evaluations of staff and include area for staff feedback • Review salary/pay scale to ensure it is at the right level • Evaluate staffing plan and compensation • Develop checklist of values when making a decision • Staff training |

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| | <ul style="list-style-type: none"> • Professional development activities that encourage staff longevity • Must have defined budget goals – staff accountability and performance expectations • Annual audit • Create and maintain balanced budget and build reserve fund • Enhance profitability of BBAS • Develop surveys for visitors and membership for feedback • Monitor membership #s as a percentage of actual business • Have Chamber budget for following year by November 1 |
| <p>We will position Cody to be recognized as the premier western community to live, visit and do business.</p> | <ul style="list-style-type: none"> • Guidelines for promoting Cody need to be established • Promotions • Media to promote • Promote Rendezvous Royale and enhance partnerships with art community • Events – promoting the western lifestyle and heritage • Calendar of events – clearinghouse • Create with partners a compelling community “message” • Communicate the “blessings of Cody” – create message for businesses to use • Brainstorm our marketing plan • Develop a community-wide “marketing plan” for living, working, playing in Cody • Work with Park County Travel Council and develop a Chamber marketing plan that enhances each group; not duplicate • Successfully implement the other visionary goals |
| <p>We will maximize partnerships to enhance and encourage year-round business for meaningful economic growth.</p> | <ul style="list-style-type: none"> • Define who partners are and establish good network for communication • Set up communication network with Forward Cody, City of Cody and PCTC to proactively identify issues and define roles • Seek to define and understand roles of groups • Identify key partnerships in community • Create list of potential partnerships and contact each. Study relationship potential with each and document. Keep track of activity. • Develop a means to expand/nurture and facilitate networks within Cody and area • Develop partnerships with other entities (to be determined) to assist in their missions (i.e., Cancer Resource Services) • Create joint ventures or packages to maximize synergisms • Visibility • Develop partnership with Wyoming Travel and Tourism to enhance visibility • Plan for Chamber role in economic growth |
| <p>We will establish the standard for western hospitality and engage this value throughout the community.</p> | <ul style="list-style-type: none"> • Define “western hospitality” to a working definition that is understood by staff and members • Get to know each other better • Find more ways to network • Not sure this can be measure – need complete buy-in • Provide hospitality training to staff |

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| | <ul style="list-style-type: none"> • Coordinate hospitality training program for all businesses • Classes similar to business boot camp for staff at restaurants/hotels/etc. • Develop a world-class customer service program • Assist community and members understand the need for year-round customer service • Offer ways to inspire employers and employees to be positive and how to respond to questions; educate • Training program for staff • Create “streetwalkers” to deliver hospitality • Experience the Western Hospitality . . . our community front porch • Define what “western hospitality” means • Create (market positioning) the front porch image of western hospitality (jingle for the radio with donut); Bobby Chitwood? • Western hospitality: be friendly, be easy to do business with and Be Cody • Western hospitality - way of life, attitude, friendly, courteous, informative, excellent service, help your neighbors |
| <p>We will be the community’s recognized voice as an advocate for critical issues, affecting positive change in order to support success in our area.</p> | <ul style="list-style-type: none"> • Need to define process for communicating with chamber & community • Identify key critical issues, create a plan for discovery, advocacy and communication; plan should be annual or bi-annual • Create a communication for crisis management (or update/revive if it already exists) • Develop activity system to find out what issues are important to members on an ongoing basis so that can respond • Use media to alert members of issues of importance • Develop an “answer line” for answers to key questions • Continuous requests for member feedback on community issues • Clearinghouse • Education • Buy local; more than just ads – sense of community • Be proactive on issues in accordance with government affairs and membership wishes and direction • Develop lobbying strategies for dealing with legislators for issues at state level • The government affairs committee to be the spearhead for current events; report to Chamber; involve members in public meetings or at Chamber luncheon; email updates • Grow the scope and function of government affairs committee |