

ATTACHMENT “A”
LAWTON-FORT SILL ECONOMIC DEVELOPMENT CORPORATION
PROFESSIONAL SERVICES PLAN AND PERFORMANCE MEASURES
FY 21-22

INTRODUCTION

Lawton-Fort Sill Economic Development Corporation (LEDC) is a 501 (c) (6) not-for-profit corporation supported and led by local business and community leaders, city government, and top academic institutions. The LEDC collaborates closely with other entities throughout the Southwest Oklahoma/Lawton region and the state to ensure a globally competitive, sustainable regional economy through quality job creation. The LEDC consistently partners with the Oklahoma Department of Commerce in pursuit of job development.

SUMMARY OF PROGRAM FOR FY 21-22

The Lawton-Fort Sill Economic Development Corporation promotes the Lawton-Fort Sill community, businesses, workforce training, academic institutions, and lifestyle strengths worldwide to attract the world’s finest companies, entrepreneurs, and professional talent. Ultimately, the LEDC’s goal is to strengthen regional employment, build a base of high-value industries, and significantly improve the economic future for all who live and work in the region. We do this in a number of ways by:

- ❖ Marketing the Lawton-Fort Sill region as a globally competitive location for businesses and talent.
- ❖ Facilitating the Site Selection process for companies considering our market for competitive expansion or location investments.
- ❖ Convening regional leaders around key economic competitiveness issues.
- ❖ Engaging the region’s top business, academic and governmental leaders as a globally competitive location for businesses and talent.

INITIATIVES/OBJECTIVES

During FY 20-21, the LEDC has responded to 38 Request for Proposals: 28 from the Oklahoma Department of Commerce, 3 from AEP/PSO, 6 self-generated, and 1 from Tucker Link. Speed-to-market concerns require a compressed start-up time for prospects; manufacturers are no longer willing to wait a year or more for us to prepare to meet their needs before they can begin construction of a facility. As we prepare our community for site readiness, we began a strategic analysis of our Westside Industrial Park. LEDC reviewed the site ready requirements and began due diligence on each site in the park to include geotechnical, cultural resources, wetlands, and endangered species. LEDC engaged in a workforce study, website redevelopment, and a new community video to aid existing employers and demonstrate workforce capacities for business attraction. The LEDC Board created a natural gas committee as we look to expand natural gas in the industrial park. Staff was added to concentrate on the many new facets of a professional economic development endeavor for the City of Lawton.

Strategic Objectives

A. Grow Lawton Area Companies and Industries

Over time job growth comes directly from companies, industries, and entrepreneurs already in the area; those who have already “bought the product” of the City of Lawton. Helping these companies as startups expansion and prosper is a critical component of the LEDC’s economic development plan of work and supports the City of Lawton’s focus on economic development.

Key Objectives:

- ❖ Retain and expand the job base of existing industries and increase the competitiveness and productivity of companies
- ❖ Encourage greater entrepreneurial activity and new firm creation, including more research and development to bring new and enhanced products and services to market
- ❖ Enhance our ability to compete in and grow industry clusters that build on our competitive strengths

Performance Measures and FY 21-22 Targets



¹ Assistance is defined as direct help to a company for a defined issue. A company may have more than one major assistance project during a 12-month period.

B. Market to Attract New Companies and Investment

While a large percentage of new jobs come from growth within the community, it remains essential to share the story of the City and encourage incremental investment and job creation by firms new to the area.

The focus of this strategy is to increase the awareness and image of the community, work directly with the Oklahoma Department of Commerce, companies and site locators to attract new firms, and help to ensure that we have the product available for relocation and/or expansion projects.

Key Objectives:

- ❖ Recruit new companies to the region
- ❖ Increase investment in the region
- ❖ Improve perceptions of the City of Lawton as a location for business investment

LEDC will seek out opportunities to spread the word, identify and engage with prospects and then work to close those opportunities throughout the year. The combined efforts include building a close partnership with the Oklahoma Department of Commerce, attending key conferences/trade shows, planning and executing marketing trips to call on both companies and site selectors that have been identified as having potential growth plans.

Measurements for this portion of the outreach include:

Performance Measure	FY 21-22 Target
Jobs/Wages: Number of jobs and average wage from recruitment efforts.	700 jobs over five years (200 annually); Wages 11% higher than average area wage (\$40,000)
Recruitment: Maintain the number of active leads and prospects each year.	24 leads annually 100 prospects annually
Investment: Company capital investment resulting from Corporation assistance.	\$82 million over five years (\$16.4 million annually)
Lead Development Efforts: Assist with the generation of project leads by maintaining contact with national site consultants and real estate executives; also contact with corporations, both domestic and internationally.	Contact 75 national site consultants and real estate executives annually Contact 20 corporations annually
Marketing: Increase visitors to the website and Social Media.	100,000 (15%) increase year over year
Public Relations: Number of stories pitched/placed and assisted.	Minimum of 12 national media stories

C. Seize Lawton Area Opportunities

Ongoing enhancements to the quality of life, upgrades to key infrastructure and the Lawton – Fort Sill partnership all support the ability to retain, attract and grow business and talent. Seizing these opportunities on an ongoing basis is an important element of an economic development strategy. This strategy includes efforts to grow the tax base of the City of Lawton.

Key Objective:

- ❖ Work to ensure land and infrastructure are available for companies to grow and prosper
- ❖ Promote the City as a vibrant retail location

Retail

Due to the importance of retail sales taxes to municipal budgets, the competition for new retail dollars is greater than ever. The City of Lawton finds itself in an enviable position, as higher paying jobs are growing, the City's cost of living remains well below the national average, and surrounding communities along with Fort Sill provide a strong retail market base. All of these factors position the City to be aggressive in supporting ways to fill retail voids that exist and attract desirable destination retail to our market. LEDC will work to expand and bring primary jobs to the community. The growth of primary, wealth creating jobs will enhance the community's ability to attract additional retail and entertainment venues.

Site-Readiness Industrial Park Development

Without land that is ready for development and an ideally existing product where feasible (e.g., buildings) the City will not attract as much new investment and jobs as might be possible with developable land in place and "ready to go".

The City, County, and LEDC are collaborating to enhance our industrial park competitiveness. We strategically engaged engineering and resource studies to move our community in the right direction. As with many other aspects of economic development, a strategy involving engagement with area

developers/real estate contacts as well as outreach to developers of national stature active in other markets should be a component of implementing the study.

Performance Measure	FY 21-22 Target
Create and maintain a website that will increase awareness of the development opportunities in the City of Lawton.	Site will include demographic and market area information, testimonials, available sites/commercial districts, quality of life and place amenities, and other resources.
Comanche County Industrial Development Plan	Continue working on implementing the infrastructure plan, create a Steering Committee established to document the best and least cost alternatives for the development of additional “shovel ready” industrial sites.

METRICS SUMMARY

The following table represents the top-line measures of the City/LEDC Agreement.

Overall City Contract Performance Metrics (one and five-year metrics) 2020-2025

Performance Metrics	Five Year Targets	+Five Year Actuals to Date (Year 1 of 5-year program)	2020-2021 Targets	2020-2021 Actuals
New jobs resulting from Corporation assisted projects (BRE + Recruitment)	1,000	359	200	359*
Average salary of new jobs	11% above average MSA wage = \$40,000	\$71,724	11% above average MSA wage = \$40,000	\$71,724*
Capital investment into the community from Corporation-assisted projects	\$82 million	\$60 million	\$16.4 million	\$60 million*
Increase in tax base from Corporation-assisted companies and efforts	\$16.5 million	\$12 million	\$3.3 million	\$12 million*
Innovation and Entrepreneurship	50 new products/services	4	10 new products/services	4*

**Note: Reported numbers are through June 30, 2021*