

# The Chamber's 2014 Program of Work

"The Cleveland/Bradley Chamber of Commerce is a quality organization dedicated to the business development of our members, the economic growth of our region, and the highest quality of life for our community, the Ocoee Region of Tennessee."

This mission statement for the Chamber of Commerce guides every facet of our Program of Work, a written document that defines our six divisions by outlining our goals and objectives and detailing the strategies for achieving them.

Following is the Chamber's plan of action for the year 2014.

## Board of Directors: 2014 Officers

Chairman of the Board: Debbie Melton, Don Ledford  
Automotive Center

Chairman-Elect: Robert Bradney, Bender Realty

Immediate Past Chairman: Steve Robinson, Cleveland Plywood Co.

President and CEO: Gary Farlow

Treasurer: Ken Webb, Cleveland Utilities

## Community Development

Vice Chairman Jeff Cocks, Corporate Networking Solutions

**Overall Goal:** Enhance the quality of life in our community.

### Education

**Goal:** Coordinate business support for educational programs within the community.

**Objective:** Continue to manage the BEST (Business & Education Serving Together) program.



### Action Steps

- Identify additional businesses and hold orientation sessions for prospective BEST partners; strive to have a strong partner for each school.
- Work to strengthen existing partnerships by increasing coordination efforts and conducting a yearly BEST Partnership meeting with businesses and schools to share ideas, plan for the school-year activities and build relationships.
- Continue the annual "Breakfast for Champions," recognizing all BEST partnerships and honoring partnerships that exhibit the most dynamic and successful partnerships for the past year.
- Publicize BEST partners and partnership activities throughout the community and on the Chamber's website.

**Objective:** Continue dialogue with local educators and industry leaders to ensure coordination of efforts to meet the needs of existing and prospective industry for qualified and skilled labor.

### Action Steps

- Maintain close affiliation with city and county career and technical education directors and other local school personnel and representatives of Cleveland State

Community College, the Tennessee College of Applied Technology at Athens and Lee University on workforce development issues.

- Encourage coordination of education services by participating in area programs (i.e., service on boards/committees of local schools, educational consortiums, and area government and business/industry committees and councils).
- Continue partnership with Junior Achievement of the Ocoee Region on the Reality Check program for eighth-graders in the three middle schools to foster the value of education and the need to become responsible citizens.

**Objective:** Promote the use of the Cleveland/Bradley Chamber Foundation as a vehicle in funding educational programs.

### Action Steps

- Serve as a funding conduit for cash incentive awards to "Teacher of the Year" honorees in Cleveland City and Bradley County School Systems.
- Pursue additional Foundation funds through grants, contributions and other sources.
- Serve as the funding conduit for workforce development programs.



## Leadership Cleveland

**Objective:** Familiarize future business leaders and corporate leaders with the community and provide exposure to volunteer opportunities while increasing leadership skills.

### Action Steps—Adult Program

- Graduate the 29<sup>th</sup> Leadership Cleveland class in May 2014.
- Continue to improve the program for the 2014-15 class, maintaining enrollment of at least 15 participants.

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## Community Development

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- Organize a steering committee of alumni to plan for the 30<sup>th</sup> anniversary of program in fall of 2014.
- Launch a Leadership Cleveland alumni organization in conjunction with celebration of the 30<sup>th</sup> anniversary.

### Action Steps—Youth Program

- Graduate the 12<sup>th</sup> Cleveland/Bradley Youth Leadership class in April 2014.
- Continue to refine the field trips, leadership retreat and service learning project with Habitat for Humanity of Cleveland for the class of 2014-15.
- Recruit 26 participants, eight from each high school and two from Tennessee Christian Preparatory School for the 2014-15 class.
- Reach out to alumni of previous classes to gather information on their successes in post-secondary education and their careers, especially with regard to leadership roles.



### Allied Arts Council

**Objective:** Educate the community regarding the value of the arts to their quality of life and promote and support the local arts community.

#### Action Steps

- Facilitate access to funding for artists, organizations and special programming for schools.
- Act as a liaison between arts groups and government bodies on all levels.
- Serve as an arts education advocate and resource for youth within the community.
- Promote and encourage local artists and quality cultural programs for the community.



## Convention & Visitors Bureau

**Vice Chairman Shannon Ritzhaupt, Café Roma**

**Goal:** Continue the growth of local tourism industry through promotion of our community, the Ocoee Region of Tennessee; public relations programs; product development; and research.

### Promotion

**Objective:** Promote the region as a destination and stopover point to families, individual travelers and groups.

#### Action Steps

- Advertise in state and regional print runs of publications, such as *Tennessee Vacation Guide*, *Better Homes & Gardens*, *Southern Living* and newspaper inserts, to remain visible to the travel market and drive traffic to our website, [www.visitclevelandtn.com](http://www.visitclevelandtn.com). Focus media buy on the I-75 corridor and drive markets in the contiguous states to Tennessee to the north, south and east.
- Apply for participation in the Tennessee Department of Tourist Development's matching advertising and co-op programs.
- Publish the visitor information guide and stock it in welcome centers and rest areas across the state, at regional attractions and in hotels, as well as mail to potential visitors who request it.
- Plan for necessary reprinting of in-house publications, including Passport to Cherokee Heritage, Downtown Cleveland Walking Tour and map pads.
- Send regular e-newsletters to those who inquire about visiting the area.
- Maintain the visitor center section of the Chamber of Commerce.
- Maintain and grow the welcome center component in the new heritage center recently opened in Charleston, four miles from I-75. Coordinate student/volunteer staffing.
- Assist local parks and recreation departments and other organizations in the recruitment of tournaments and other activities to the area (e.g., softball, baseball and soccer tournaments and BMX races).
- Compile a yearly calendar of sporting events, meetings, group activities in our area and communicate those to the hospitality industry.

### Communications & Public Relations

**Objective:** Promote the Ocoee Region to travel media, as well as increase local awareness of the importance of tourism to the economy.

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**Clip and Save . . .**

**“Team 2.0”**

**Together Everyone Accomplishes More**

**Tuesday, March 4**

**Morning and afternoon sessions  
for your convenience**

**For more information, visit “One Community, One  
Calendar” at [www.clevelandchamber.com](http://www.clevelandchamber.com).**

# Convention & Visitors Bureau

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## Action Steps

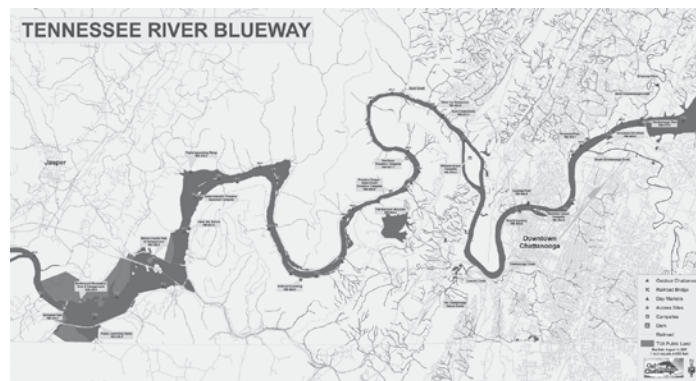
- Respond in a timely manner with current and reliable information to all media inquiries.
- Continue to distribute one-page map pads and other promotional materials to gateway welcome centers, hotels and outfitters.
- Maintain and enhance the CVB website, [www.visitclevelandtn.com](http://www.visitclevelandtn.com), and promote this URL on all CVB advertising. Update content as needed.
- Maintain current links and establish new links to the CVB website on appropriate sites.
- Ensure that listings on state and regional websites and publications are current and accurate.
- Expand free social media networking to reach new audiences and create interest in visiting the community. Increase posts on such related pages as Tennessee Heritage Area and Tennessee Department of Tourist Development.
- Send regular e-newsletters to the tourism industry to communicate activities of the CVB.
- Use the Tennessee Department of Tourist Development News Bureau to distribute press information to travel writers and publications outside the local area.
- Continue to host media and familiarization tours in conjunction with state and regional agencies as opportunities are available.
- Place timely press releases in local newspapers highlighting tourism activities, economic impact figures, grants and other newsworthy items.
- Provide information to city, county and state government officials to inform them of the importance of tourism dollars and their impact on the local economy.

## Product Development and Community Involvement

Objective: Assist in and encourage product development, as well as continue efforts to improve the quality of the visitor experience.

### Action Steps

- Continue staff involvement to encourage attraction development (e.g., heritage sites, beautification efforts, arts and leisure activities, agricultural shows, events, festivals) to attract visitors to the area.



- Maintain relationships with local organizations and attractions such as the Museum Center at Five Points, Tri-State Exhibition Center, Red Clay State Historic Park, Apple Valley Orchard, Morris Vineyard, MainStreet Cleveland, Allied Arts Council, Outfitters Association and the Cherokee National Forest. Promote these and other attractions in CVB materials.
- Serve on the board of and work closely with Southeast Tennessee Tourism Association (SETTA) on product development and promotion in the Southeast Tennessee region.
- Continue to work closely with the Charleston-Calhoun-Hiwassee Historical Society and the Bradley County Historical Society to develop new heritage products and enhance current sites as opportunities are presented.
- Continue to follow recommendations from the heritage plan completed by Middle Tennessee State University Center for Historic Preservation to develop south, middle and north gateways to Bradley County's Cherokee heritage. With Charleston development as the priority, continue to seek support and funding for expanding the new heritage center and building an interpretive greenway and river park. Also address needs for updated interpretation at Red Clay State Historic Park.



- Continue to work with Civil War enthusiasts to reenact events and occurrences, 150 years ago, in Bradley County over the five-year span of the Civil War. These events are part of the Civil War Sesquicentennial Commemoration throughout the state and eastern part of the country.

- Assist the Charleston community and other partners in growing the International Cowpea Festival and Cook-off based on the agri-heritage of Charleston. Develop this event as a tool to attract people to Charleston and educate them about ongoing community projects.
- Continue work with a regional task force and the National Park Service Technical Advisor to develop the

Hiwassee River Blueway, a water-based recreation trail, on the Hiwassee River.

- Work closely with the Tennessee Department of Tourist Development to continue the trails program, adding to and maintaining the Tanasi Trail website. Strive to participate in and prepare for other statewide

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## Convention & Visitors Bureau

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trail opportunities that may be presented.

- In anticipation of development of a statewide music trail, organize a group of people to work on providing a consumer experience surrounding our community's rich history in gospel music publishing. Coordinate development efforts.
- Pursue professionally produced hospitality training DVD and video clips for website.

### Research & Travel Trends

**Objective:** Continue to define target markets and visitor profiles, thereby making marketing efforts more effective.

#### Action Steps

- Track inquiries, visits and leads generated through advertising and on the CVB website.
- Continue to track lodging-tax collections.
- Attend state and regional meetings to stay updated on tourism trends and legislative issues.
- Serve on the board of directors of the Tennessee Association of Convention & Visitors Bureaus (TACVB) and assist with the professional development conference planning.

### 'Put us on your plate'

The Convention & Visitors Bureau (CVB) is serving up a new design concept for the visitors guide and advertisements asking potential visitors to "Put us on your plate."



The guide is currently in production and ad sales are in progress. If you are interested in advertising your business in 75,000 guides, please contact Melissa Woody, [mwoody@clevelandchamber.com](mailto:mwoody@clevelandchamber.com), for rates and terms.

Hurry—deadline is approaching! Space is also available on the

CVB website, [www.visitclevelandtn.com](http://www.visitclevelandtn.com). Contact us today!

## Economic Development

**Vice Chairman Bob McIntire, McIntire & Associates Insurance Inc.**

**Goal:** Enhance the quality of life for all citizens of Cleveland/Bradley County by providing economic opportunity and empowering them with the skills to take advantage of these opportunities.

### Operational

**Objective:** Ensure the existence of a qualified economic development organization for Cleveland/Bradley County.

#### Action Steps

- Complete architectural, engineering and landscape design for the Spring Branch Industrial Park. Establish vehicular access from the newly constructed Local Interstate Connector to improve property marketability.
- Evaluate and recommend software for performing economic impact analysis for new industry locations and the expansion of existing industry.
- Evaluate and acquire online subscription to an in-depth demographic database to improve the quality of information used in the marketing of the community to new business.
- Improve community outreach for maintaining a comprehensive database of existing buildings and available greenfield sites owned by private citizens and business.
- Continue implementation of the BCC 2035 Joint Strategic Plan for economic and community development.
- Provide technical support and other assistance to Bradley County as needed to maintain our community's Three-Star status.
- Provide technical assistance to city and county officials to identify funding and establish redevelopment strategies and implementation plans that promote infill development and redevelopment programs that are consistent with the outcomes of the strategic planning effort.



### Existing Industry

**Objective:** Facilitate the retention and expansion of local industries.

#### Action Steps

- Continue the industrial visitation program of at least 50 industry visits annually. These visits allow the Chamber to gain management's awareness and support for the community's effort to promote economic development

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## Economic Development

and to offer assistance in problems of a local nature faced by existing industry and business.

- Report findings from industry visits to the Economic Development Council, as well as other pertinent personnel based on industry responses.
- Provide services for expansion and incentive assistance to local businesses interested in expansion or relocation.
- Respond to companies' immediate needs as articulated in industry/business visits and/or other means of communication.
- Continue to host an annual industrial showcase for local industries to display their products, provide information and introduce their services to other local industries.
- Host activity(s) that provide recognition and appreciation for contributions of industries/businesses to local economy.
- Redevelop the Quality Council program by providing industries an opportunity to identify strengths and improvement opportunities and build networks that bring information, resources, knowledge and best practices to organizations desiring to improve. Accomplish this through Quality speakers and local resources that specialize in the Quality arena.
- Continue the effective Cleveland/Bradley County Safety Council. The mission of the Safety Council is to improve safety in the workplace, in the community and at home by providing education and promoting safety awareness.
- Facilitate the development of local-based seminars that benefit business and industry in cooperation with Cleveland State Community College, Lee University's Business Department, Tennessee Technology Center at Athens, the Tennessee Center for Performance Excellence and other appropriate organizations.
- Work closely with Cleveland State's director of workforce development in re-engaging and informing the business community about the college's OneSource Workforce Readiness Center. The center will provide assessments and certifications needed in the region to strengthen the workforce pipeline and job skills for both job seekers and incumbent workers.
- Continue to collaborate with the Southeast Development District to host a fall Job Fair for local and regional employers as well as job seekers. Continue to partner with the Director of Workforce Development to coordinate with industry for their involvement in Chamber education programs such as Business and Industry in the Classroom.



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- Work with the director of workforce development in exploring the viability of bringing a "Senior Interview" program to the local school systems.
- Continue to serve on the Joint Education Committee with Junior Achievement of the Ocoee Region, Bradley/Cleveland Public Education Foundation, Cleveland/Bradley Chamber of Commerce and Cleveland Associated Industries.
- Continue to manage Cleveland Associated Industries, including the development and implementation of Programs of Work for each of these four divisions: Membership, Best Practices, Environmental and Employee Health, Welfare and HR.

### Recruitment/Marketing

**Objective:** Encourage capital investment and create quality jobs.

#### Action Steps

- Support the regional and state targeted marketing plan.
- Participate in regional and state marketing initiatives such as industrial trade shows, international trade missions and site visits to location consultants.
- Continue the recruitment of targeted industries, companies and other potential recruitment prospects that qualify as "complementary industry."
- Make personal visits to companies that demonstrate interest in locating operations in Cleveland/Bradley County and host their representatives during visits to the community.
- Maintain and enhance relationships with the Tennessee Department of Economic & Community Development (ECD), Southeast Industrial Development Association (SEIDA) and TVA for regional marketing efforts.
- Support community revitalization programs and retail/commercial growth.
- Continue to enhance efforts to provide community information and proposals to industrial prospects in electronic form.

### Workforce Development

**Objective:** Establish the Chamber as a concerned, involved organization within community educational arenas by creating an awareness of business/industry expectations within the classroom and implementing short- and long-term initiatives that address area employers' needs for an expanded, skilled, competent and competitive workforce in close cooperation with local business, education and civic leaders.

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# Economic Development

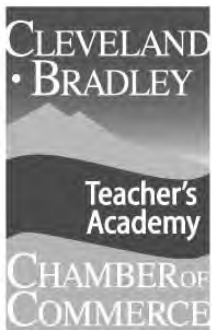
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## Action Steps

- Encourage local business/industry to participate in workforce development activities. Continue to involve business/industry participation on the Education/Workforce Development Committee to ensure their input in program planning.
- Facilitate communication between local educators and business/industry representatives within the community.
- Continue to coordinate the Tennessee Scholars program in cooperation with Bradley County Schools, Cleveland City Schools and Tennessee Christian Preparatory School; improve and monitor the program with input from a steering committee comprised of representatives from industry and local school systems. Work with industries to have them reward Tennessee Scholar graduates with preferential hiring.



- Continue the annual Job Shadowing event for high school juniors.
- Continue efforts to establish stronger partnerships between business and education to identify and



incorporate necessary skill training and understanding of business/workforce realities into school curriculum through coordination of such programs as Teachers Academy and Business & Industry in the Classroom.

- Provide enhanced literature to businesses and industries, detailing the importance and benefits of participating in the Teachers Academy program and subsequently increasing their participation. Increase teacher awareness of the benefits of participating in Teachers Academy as well.
- Explore the viability of offering a Career Fair for all ninth-graders.
- Continue to serve on the regional STEM (Science, Technology, Engineering, Math) Council, which promotes an innovative approach to learning where students learn to think critically, work collaboratively and implement solutions.
- Continue to serve on the Steering Committee for the Southeast Tennessee Pathways to Prosperity team. Working with local school systems and local businesses and industries, implement two new career pathways,

IT and Advanced Manufacturing, in the three local high schools by August 2014.

- Continue to work with local school systems to provide Teacher Shadowing opportunities.
- Continue to serve on the Education and Workforce Development Committee of the Tennessee Chamber of Commerce and Industry to find ways to promote and support statewide educational opportunities that will prepare a qualified workforce.

## Information Resources

**Objective:** Ensure the availability of accurate and up-to-date community information supporting economic development efforts.

## Action Steps

- Redesign and upgrade the Economic Development section of the Chamber's website to provide improved access to current demographic and socioeconomic data, in addition to improving access to information on available industrial properties.
- Develop a user-friendly format for the Industrial Directory with a more detailed description of products produced and/or services offered along with a thorough description of each company. Promote local businesses and introduce prospects to existing industry with the newly formatted directory.
- Maintain links to available industrial buildings and sites with SEIDA, the state of Tennessee and TVA.
- Participate quarterly in the ACCRA cost-of-living index.

## Chamber Board of Directors

### 2014 Vice Chairmen

**Community Development**—Jeff Cocks, Corporate Networking Solutions

**Convention & Visitors Bureau**—Shannon Ritzhaupt, Café Roma

**Economic Development**—Bob McIntire, McIntire & Associates Insurance Inc.

**Membership Development**—Marcia Botts, Award Realty

**Organizational Development**—Robert Bradney, Bender Realty

**Public Affairs**—Matt Ryerson, United Way of Bradley County

## member memo

. . . LEE UNIVERSITY'S ENCORE PROGRAM, which offers people age 60 and over the opportunity to take university courses, has a new lineup of specially designed mini-courses for the spring. These mini-courses are planned exclusively for Encore-eligible students and are available along with selected traditional courses.

With only a \$25 fee for up to two courses, the Encore Program will offer the following courses: *The Age of Constantine: The Man, the Legend, the Impact*—a five-week course on Wednesday afternoons; *Hand-built Ceramics*—a six-week course on Tuesday evenings; *America: The Inter-War Years 1919-1941*—a five-week course on Tuesday evenings; *Spanish Language & Culture for Travelers II*—a Tuesday/Thursday class in February; *Memoir Writing: Crafting Memory for the Page*—dates to be determined; *Survey of Japanese Cinema*—a six-week course on Monday afternoons; *The iHows in the iWorld: A Guide to the iPhone and iPad*—a six-week course on Tuesday evenings; *Introduction to Fitness for the Encore Years*—a 10-week course on Tuesday afternoons; *Computer for Beginners*—a five-week course on Tuesday evenings; *WORD for Beginners*—a five-week course on Wednesday mornings; and *EXCEL for Beginners*—a five week course on Monday mornings.

Students may choose up to two courses from the list of traditional courses and special lecture topics. All enrolled students will have free entry to campus concerts, plays and athletic events.

Encore office hours are Monday-Thursday, 8:30 a.m.-noon. Fast Track Registration will take place in the Centenary Room of the Higginbotham Administration Building 5:30-7:00 p.m. on Thursday, Jan. 16, and Monday, Jan. 20. Participants can drop-in and complete registration in one step during these times.

Lee University's Encore Program is a part of the institution's commitment of service to the community. For more information about Encore, visit [www.leeuniversity.edu/encore](http://www.leeuniversity.edu/encore) or contact Bethany McCoy at 423-614-8598 or [bmccoy@leeuniversity.edu](mailto:bmccoy@leeuniversity.edu).



## Women's Council to discuss 'Social Media: The Good, Bad & Ugly'

Women's Council, a quarterly meeting open to all women (and men) interested in topics pertaining to women's issues and/or women in business, will begin its new year on Monday, Jan. 27, at noon with a look at social media. The focus of the session will be primarily for those interested in more information about how to implement social media for business settings, what pitfalls face the inexperienced, and why it is a valuable tool if used properly.

Watch for details about the speaker via email and on the events calendar on the Chamber's website, [www.clevelandchamber.com](http://www.clevelandchamber.com). The catered meeting is by reservation only and will cost \$15 for Chamber members. Call the office at 423-472-6587 or go to the events calendar to reserve your spot now.

## Economic Indicators

October Unemployment Rate				
	2012	2013		
<b>Bradley County</b>	7.6%	7.6%		
<b>Tennessee</b>	8.2%	8.4%		
<b>United States</b>	7.9%	7.3%		
November Building Permits				
	2012	2013		
<b>Residential</b>				
<b>Number Issued</b>	25	31		
<b>Permit Value</b>	\$3,094,500	\$3,220,988		
<b>YTD Number Issued</b>	324	350		
<b>YTD Permit Value</b>	\$35,207,359	\$339,590,776		
<b>Commercial</b>				
<b>Number Issued</b>	6	6		
<b>Permit Value</b>	\$2,082,600	\$1,728,677		
<b>YTD Number Issued</b>	144	94		
<b>YTD Permit Value</b>	\$386,698,468	\$40,055,223		
Local Sales Tax Collected				
	Nov 2012	Jan-Nov 2012	Nov 2013	Jan-Nov 2013
<b>Local Sales Tax</b>	\$2,125,525	\$24,291,908	\$2,229,318	\$24,741,946
Retail Sales				
	June 2012	Jan-June 2012*	June 2013	Jan-June 2013*
<b>Bradley County</b>	\$110,295,909	\$650,000,000	\$111,302,583	\$663,430,661
<b>Tennessee</b>	\$7,994,431,412	\$46,645,440,182	\$8,125,216,645	\$47,489,152,064

\*Unemployment rates, local sales tax and retail sales figures are the latest state-provided figures. Numbers for building permits are obtained from city and county records.

# Membership Development

Vice Chairman Marcia Botts, Award Realty

**Goal:** Provide the membership base to finance programs and services while providing tangible benefits to members.

## Retention

**Objective:** Strive to achieve above a 90-percent retention rate in membership accounts for 2014.

### Action Steps

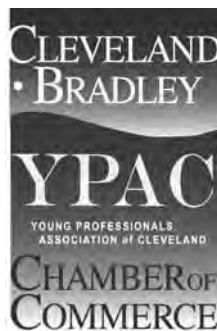
- Begin targeted retention program aimed at the 555 new members recruited during the fall 2013 membership event.
- Host “Primetime” networking event in first quarter 2014. This event will bring together all volunteers and new members from the October 2013 membership campaign.
- Continue to host bimonthly new-member orientations to brief new members on programs and services. Streamline presentations, increase involvement of the board of directors, and increase the networking of new members who attend.
- Increase dissemination of information to members, highlighting the use of membership software for online advertising, information updates, job postings, payments and registrations.
- Increase recognition of members.
- Continue to gather information about goods/services provided by new Chamber members and incorporate the information into the Chamber’s database to enhance online listings.

## Programs & Services

**Objective:** Establish the Chamber as an organization with definable benefits, offering value to business members.

### Action Steps

- Establish a Membership Program Committee to investigate and evaluate membership opportunities and programs.
- Continue the successful monthly Membership Coffee program, evaluating program guidelines in light of increased membership numbers.
- Maintain U.S. Chamber of Commerce Federation program, allowing local Chamber members an opportunity to affiliate with the U.S. Chamber of Commerce at no cost to members.
- Revitalize the Young Professionals Association of Cleveland (YPAC) program in 2014 with the goals of increasing group ownership, participation and attendance.



- Secure equipment that will allow for recording membership programs and posting on Internet for broadcast after the live programs.

## Development

**Objective:** Secure 50 new members in 2014.

### Action Steps

- Continue staff efforts in membership sales and evaluate the addition of a membership account executive for 2014 focusing on non-dues revenue.
- Develop a new-member checklist to assist new members in maximizing their Chamber membership.

## Small Business

**Objective:** Facilitate interaction between small businesses while providing opportunities for increased visibility and appropriate training.

### Action Steps

- Sponsor the “Team 2.0” program presented by Bill Drury on March 4, 2014.
- Celebrate Small Business Month during May, beginning with the kickoff luncheon May 5. Include networking events, quality seminars and presentation of the Mel Bedwell Small Business Person of the Year award. Continue successful tabletop business-to-business trade fair as part of the luncheon activities.
- Co-host the Leadercast® on May 9 with People for Care & Learning with efforts to improve last year’s successful event.
- Investigate additional opportunities to provide programs and services to the small business members of the Chamber.
- Host quarterly Women’s Council programs.
- Launch “Food for Thought,” a quarterly membership networking luncheon designed to provide information about local topics of interest.
- Support the Small Business Development Center at Cleveland State Community College.
- Resume the Cash Mob program, surveying members as to participation preferences.
- Continue the Small Business Spotlight feature in Chamber newsletter, highlighting a local small business each month.
- Investigate the feasibility of an area council program for businesses in various geographic areas across the community.



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# Membership Development

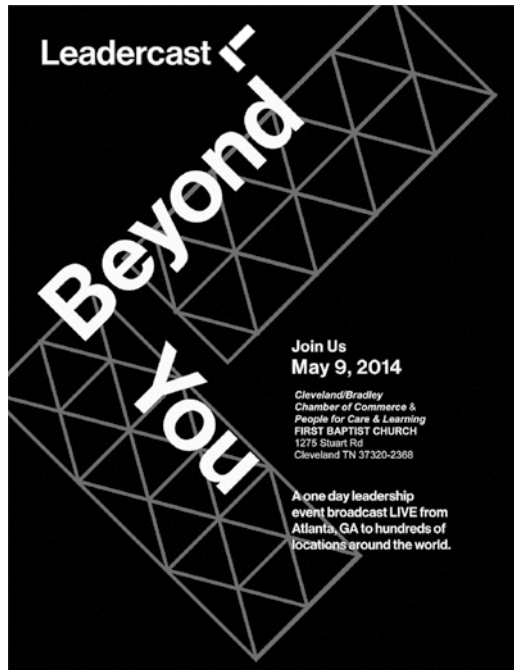
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## Communications

**Objective:** Inform members and the community of the work of the Chamber and the services provided.

### Action Steps

- Complete the development of a marketing strategy for each program and service offered by the Chamber in keeping with recommendations in 2011 Accreditation report.
- Focus on retention in 2014 in articles and through collateral materials to help retain the 555 new members gained in October 2013.
- Continue to publish a monthly newsletter, *225 Keith*, offering advertising opportunities and presenting news items of interest to the membership; continue to recognize an increased number of members in the newsletter through the “member memo” section and other avenues.
- Implement a regular biweekly electronic newsletter, *e-NEWS*, to complement the monthly print newsletter to inform members of programs and Chamber activities and recognize activities of members not otherwise addressed in *225 Keith*. Incorporate events listings to remind subscribers of upcoming Chamber events and activities.
- Disseminate timely press releases to local and regional media outlets to inform audiences about Chamber activities, programs and issues related to the business community; economic development efforts; new members; and other newsworthy items.
- Publish *The Resource* as a four-color annual membership directory and buyer’s guide with a goal of \$17,250 in advertising sales. Post the 2014-15 version as a flipbook on the Chamber’s website, [www.clevelandchamber.com](http://www.clevelandchamber.com), to provide additional value to advertisers and easy access to membership listings through alphabetical listings and category identifications.
- If supplies warrant, update and publish the four-color *Relocation Guide*, which focuses on information most requested by those relocating to our community and by business prospects. Subsequently post the updated version as a flipbook on the Chamber’s website.
- Update and maintain the Chamber’s website, [www.clevelandchamber.com](http://www.clevelandchamber.com). Continue to post the monthly newsletter, *225 Keith*, and news releases. Also continue to promote and facilitate the “One Community, One



Calendar” efforts to provide a master, comprehensive community calendar of events online.

- Renew a contract with CGI Communications to provide updated marketing videos to showcase the community assets and member benefits on the Chamber website and increase Chamber exposure through a Search Engine Optimization Campaign.
- Based on results of a study conducted in partnership with the fall 2013 Public Relations Planning & Management class at Lee University, review the SWOT analysis, research, and proposed campaign with its objectives, strategies and tactics to determine their value and/or put into practice project recommendations. Evaluate a suggested membership retention campaign theme and proposed collateral materials with regard to their value as membership retention tools and put into place if determined appropriate and beneficial.
- Continue use of social media outlets (e.g., Facebook, Twitter) to reach new audiences. Also use Facebook pages as appropriate for specialized programming; e.g., Chair-ries Jubilee, Youth Leadership, Tennessee Scholars and Young Professionals Association of Cleveland.
- Utilize a Communications Committee to evaluate reinstatement of a quality-of-life magazine.
- Update and/or produce in-house publications and PowerPoint presentations as needed. Provide editorial/publications support for all Chamber divisions and programs, preserving a print/photographic record of all major events.
- Update digital files of areas of interest and community landmarks for use in local and regional promotional projects, Chamber publications and online.

## Ambassadors

**Objective:** Assist with public relations and retention programs for members.

### Action Steps

- Assist with Chamber-related events as necessary.
- Maintain a committee level of 20 Ambassadors; begin quarterly meetings of the group.

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## Membership Development

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- Recognize point levels for the awards program at the December Membership Coffee.
- Expand program participation to remove limits and include additional members of business categories.

## Organizational Development

**Vice Chairman Robert Bradney, Bender Realty**

**Goal:** Examine and address the internal needs of the Chamber of Commerce on a continual basis to preserve the organization's viability.

### Finances

**Objective:** Ensure equitable funding across divisions and maximize revenue sources.

### Action Steps

- Finalize implementation of the objectives outlined in the COMPASS CAMPAIGN: Charting Our Future. 2013 was the final year of the four-year campaign. Communicate accomplishments to investors.
- Develop a leadership-giving program to replace capital campaign funding, determining levels and benefits.

### Staff

**Objective:** Maintain a highly motivated and professional staff.

### Action Steps

- Monitor implementation of the Professional Employment Organization agreement and investigate other proposals in the third quarter for board review.
- Continually review employee benefits and policies.
- Continue to find training and professional development opportunities for all staff.
- Upgrade computer hardware and software and other job-related technology regularly to enhance our efforts and ensure staff efficiency.

### Board of Directors

**Objective:** Provide opportunities for increased involvement in and better awareness of the operations of the Chamber.

### Action Steps

- Orient new directors and officers on the responsibilities and role of the Chamber's directors.
- Emphasize directors and staff presence at governmental meetings and Chamber events.

- Coordinate an annual board of director's retreat for program and professional development.
- Host an annual Past Presidents/Chairman function in February 2014.

### Organization

**Objective:** Review final recommendations from our 2011 Accreditation report and determine attainable and realistic implementation goals.

**Objective:** Develop a Special Events Committee to coordinate various Chamber special events such as the Annual Meeting, Gala and anniversary events.

## Public Affairs

**Vice Chairman Matt Ryerson, United Way of Bradley County**

**Goal:** To improve the influence of the Chamber in governmental affairs.

**Objective:** To inform and represent our members on legislative and governmental matters affecting the business environment of Cleveland/Bradley County.

### Action Steps

- Compile an agenda of pertinent issues at the local, state and federal level having direct influence on the economy and business environment of our members, publishing it in the Chamber's monthly newsletter and providing it to the city and county elected officials, state legislators, and congressional delegation.
- Coordinate activities for the Transportation Task Force in pursuing street and road improvement projects in Cleveland and Bradley County as addressed by the Metropolitan Planning Organization's (MPO) Master Plan and the Regional Planning Organization for projects outside the MPO boundaries. Continue staff membership on the MPO Technical Advisory Committee.
- Invite state legislators to selected Public Affairs Committee meetings for periodic updates on pertinent issues pertaining to the community's business environment.
- Establish the committee's focus as a pro-business advocate for the community and convey this stance on issues requiring quick response to the applicable governmental agencies.
- Serve as a business advocate in state and federal efforts to contain and improve healthcare costs.
- Attend City Council and County Commission meetings and disseminate pertinent information from those meetings to Chamber members.

*continued on next page*

## Public Affairs

*continued from previous page*

- Enhance close informational relationship with the Tennessee Chamber of Commerce and Industry to secure governmental/business information at the state level.
- Continue the Chamber's advocacy for the completion of the Dalton Pike and Georgetown Road projects and construction of Corridor K.
- Create venues that will encourage increased dialogue and foster a spirit of cooperation among the city of Cleveland, Bradley County and business leaders.
- Support the emphasis for quality and progressive elected officials.
- Continue to support local efforts to complete improvements to the I-75 Exit 20 interchange and the APD 40 interchange and connector roads.
- Work with local and state elected officials to increase the hours of the Bradley County office of the Tennessee Department of Labor & Workforce Development in the Career Center to full time.
- Continue to support the efforts of the Bradley/Cleveland Industrial Development Board in its efforts to develop a new public industrial park.



## TEAM 2.0—Together Everyone Accomplishes More

### Half-day team-building workshop set for March 4

Interpersonal communications expert Bill Drury returns to the Chamber of Commerce Tuesday, March 4, 2104, to present an action-packed half-day workshop to help everyone in your company build teamwork and reduce employee turnover.



Bill Drury

Drury was the national training consultant or the Zig Ziglar Corporation from 1985 to 1990. He speaks, trains and travels extensively and has proven to be one of the most effective and entertaining speakers in the industry. Last year

the Chamber of Commerce hosted two presentations of his "A Passion for Service" and sold out both sessions.

Seating is limited, but we are offering two identical presentations for your convenience. Session one, 8:30-11:00 a.m., and session two, 1-4 p.m., will allow employers to send half your employees in the morning and half in the afternoon.

Topics will include

- 21<sup>st</sup> century team challenges
- Building trust—the glue of good team relationships
- Energizing hard work
- Taking initiative
- Solving problems together
- Giving the gift of honor—mutual respect
- Taking charge of your attitude even when you're having a bad day
- Recharging the enthusiasm, fun and laughter
- Improving communication
- Developing effective listening skills
- Turning irate co-workers into supportive co-workers
- Overcoming stress and burnout
- The 29 most important words for great teamwork.

Your investment is only \$99 if registration is completed by Wednesday, Feb. 26, with discounts for five or more attendees. You may complete your registrations on the Chamber's events calendar at [www.clevelandchamber.com](http://www.clevelandchamber.com) or by calling the Chamber at 472-6587 for quantity discounts. Late registrations are \$109/\$99.

Said the late Zig Ziglar, "Your people and your company will be better off after hearing Bill Drury. He knows what he's talking about!"

## food for thought

**Definition—something for someone to think about; issues to be considered.**

On Thursday, Feb. 20, at noon, the Small Business Committee will serve "food for thought" for members of the Chamber of Commerce.

The menu for these Dutch-treat membership luncheons will include a variety of speakers addressing diverse topics of interest to the community—topics on the minds of our members, issues we need to consider. Although the quarterly luncheons will take place at the Chamber of Commerce, reservations will be required to facilitate room setup.



Please mark your lunch schedule to include these dates: Feb. 20, May 22, Aug. 21 and Nov. 20. We will announce speakers prior to each membership luncheon.



Nancy A. Neal, Editor  
Gary Farlow, Publisher

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225 Keith is published monthly by the Cleveland/Bradley Chamber of Commerce, with offices at 225 Keith Street SW, Cleveland, Tennessee. 423-472-6587. FAX: 423-472-2019.

Subscriptions: Free with membership. \$25 for non-members. Periodical postage paid at Cleveland, Tennessee. POSTMASTER: Send address changes to 225 Keith SW, PO Box 2275, Cleveland TN 37320-2275.



## Thank you for your service to the Chamber of Commerce

Following are the volunteer members of the Chamber's Board of Directors who will "retire" following special recognition at the 88<sup>th</sup> Annual Meeting on Thursday, Jan. 30, 2014, at Omega Center International. We deeply appreciate your dedicated service.

- CAMERON FISHER, Church of God International Offices—Vice Chairman, Public Affairs, 2011-13
- LOYE HAMILTON, Coldwell/Banker Hamilton & Associates—2013
- BRIGITTA HOEFERLE, Montessori Kinder—2011-13
- KEVIN MOORE, AXA Advisors LLC—2011-13; Vice Chairman, Membership Development, 2012-13
- MIGUEL VEGA, International Worship Center—2011-13
- STEPHEN WRIGHT, Wright Brothers Construction—2010-13; Chairman of the Board, 2012; Immediate Past Chairman, 2013

## What's NEW with YOU?

Send us your news or press release for "member memo."

Name of business \_\_\_\_\_

Service/product provided \_\_\_\_\_

No. of employees \_\_\_\_\_ No. of years in business \_\_\_\_\_

Notes of interest \_\_\_\_\_

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Contact person/title \_\_\_\_\_

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