



Cookeville-Putnam County Chamber of Commerce
Program of Work 2011

COOKEVILLE-PUTNAM COUNTY CHAMBER OF COMMERCE

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BUILDING RELATIONSHIPS, BUSINESSES & SUCCESS STORIES



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VISION

Our Vision is to be a world-class, regional leader that fosters, develops and serves a diverse, healthy economy in a manner that enriches our businesses, workforce, families and educational partners.

MISSION

The mission of the Chamber is to be a world-class, regional leader, partner and catalyst by creating and retaining high quality, 21st Century jobs; protecting and improving our pro-business climate; enhancing our region's quality of life; cultivating and supporting future community leaders; and adding value for our members' investment.

To achieve our mission, the Chamber Board of Directors has produced the following plan of action. The plan identifies four priority areas: Economic Development, Convention & Visitors Bureau, Organizational Development and Community Development/Public Policy.



2011 BOARD OF DIRECTORS

Executive Committee

Jim McGeehin, Flowserve Corporation (Chairman)
Thomas Lynn, First National Bank (Chair Elect)
Jeremy Stoner, NHC Healthcare (Secretary/Treasurer)
Bob Luna, Luna & Birdwell Investment Group (Immediate Past Chair)
Bob Bell, Tennessee Tech University (Economic Development Vice Chair)
Ottis Phillips, SEC Enterprises, Inc. (Convention & Visitors Bureau Vice Chair)
Phillip Baker, Farm Bureau Insurance (Organizational Development Vice Chair)
Jim Martin, Putnam 1st Mercantile Bank (Public Policy/Community Development Vice Chair)
Bob Allen, PrePak Systems, Inc. (Highlands Initiative Vice Chair)
George Halford, Cookeville-Putnam County Chamber of Commerce President/CEO

Board of Directors

David Prowse, Flexial Corporation
Donna Lee, Kitchen & Bath Gallery
Ellie Lenhart, Lenhart Design Company
Jean Davis, Retired
Jeanie Lee, Winell Lee Mouldings & Hardwoods
Johnny Stites, J&S Construction
Kent Furcron, Oreck Manufacturing
Kevin Bowling, TechWerks
Randal Petrie, Petrie's One Hour Heating & Air Conditioning
Steve Copeland, Jr., Cumberland Insurance
Susan Elkins, Tennessee Tech University
Wayne Spain, Averitt Express



ECONOMIC DEVELOPMENT DIVISION

BOB BELL, VICE CHAIR

GOAL: To facilitate in the creation and retention of quality jobs for the citizens of Putnam County and the region through a targeted and comprehensive marketing plan and program via public/private regional partnerships.

Economic Development Contact Team – Bob Bell, Chair

Objective: To be the catalyst in the creation of 21st Century jobs for the citizens of Putnam County and the Highlands region.

Tactics

- Serve as the sales team in recruiting new industry. *Begin Q1. Report results annually.*
- Meet monthly with TVA and state economic development partners to increase our “at bat” chances with prospects by keeping them informed of our capabilities and product offerings (i.e. labor and real estate).
- Keep Economic Development website current with available sites and data vital to the site selection process.
- Schedule periodic meetings with site selection consultants either in person or via other media outlets.

Existing Industry Committee – Steve Copeland, Jr., Chair

Objective: To partner with industry leaders to maintain a comprehensive business retention and expansion program that provides information and resources necessary to enable existing industries to thrive.

Tactics

- Schedule site visits to existing industries throughout the year. *Begin Q1 and continue visits monthly.*
- Meet to review opportunities to assist existing industries and plan action steps to address issues. *Quarterly.*
- Plan and host an annual recognition program. *Q2.*
- Coordinate a SWAT team made of community leaders and professionals to respond to potential closers, relocation or layoffs. *Begin Q1.*

Site Development Team – Bob Bell, Chair

Objective: Maintain partnership with city and county to develop land that will attract 21st century employers.

Tactics

- Support City and County in expediting site development of the Highlands Regional Business Park. *Begin Q1 and continue until completion of development.*
- Continue to identify suitable sites for industrial projects. *Begin Q1.*



ECONOMIC DEVELOPMENT DIVISION, CONT'D

Workforce Development & Education Committee (regional) – Susan Elkins, Chair

Objective: To be an advocate for lifelong education and a catalyst to the region to provide an excellent 21st Century workforce that meets and exceeds the requirements of present and future employers.

Tactics

- Sponsor Second Annual Highlands Career Fair for 8th graders at TTU Q2. Continue to assess effectiveness upon completion to determine ongoing feasibility.
- Track progress and success of Speakers Program.
- Host Second Annual Education Summit. Q2 2011.
- Expand committee member participation to include a broader spectrum of business leaders, K-12, Higher Ed, elected officials, and career centers to form an action team recommended by the Wadley-Donovan Labor Study. Q2 2011.
- Conduct skills assessment of local industries to determine their specific needs for expanding education and training. Q3.
- Establish a parental engagement sub-committee with specific goals to address the on-going challenge of parental involvement in the education attainment level of their children. Q1 2011.

ECONOMIC DEVELOPMENT ADDENDUM

- **Industrial Development Board (IDB), Bob Bell, Chair:** Manage and provide administrative support for the IDB PILOT program to ensure both prospects and existing industry leaders are aware of available incentive plans. Perform calculations to determine eligibility for abatement and review qualification criteria and application process with industries, and present project to the IDB for approval. *Begin Q1.*
- **Joint Economic and Community Development Board (JECDB), Kim Blaylock, Chair:** Provide Putnam County's economic development partners an opportunity for input and communication in the process in accordance with state law, and as a requirement for the annual Governor's Three- Star Program. Conduct quarterly meetings to provide updates to the committee and general public on progress of goals. *Begin Q1.*
- **Tennessee Central Heritage Rail Trail Authority, Keith Lilly, Chair:** Provide administrative support to the project that will become a new visitor and community attraction. *Begin Q1 and meets monthly.*
- **Workforce Employers Outreach Committee (WEOC), Jim Martin, Chair:** Provide a link between Tennessee's employer community and the Department of Labor & Workforce Development. Coordinate WEOC meetings and seminars with the Department of Labor for the benefit of Chamber membership and business in the region. *Begin Q1.*
- **Retail Development:** Maintain a database of available retail space and work with prospects to identify suitable property. *Ongoing.*



CONVENTION & VISITORS BUREAU DIVISION

OTTIS PHILLIPS, VICE CHAIR

Goal: To promote Putnam County as a tourist destination through public/private partnerships and by encouraging local citizens and visitors to discover the community’s recreational opportunities, arts and crafts, historical sites, musical heritage, shopping and dining venues.

<p>Convention & Visitors Bureau Board of Directors – <i>Ottis Phillips, Chair</i></p> <p>Tactics</p> <ul style="list-style-type: none"> • Based on research from the Randall Marketing Plan, place targeted ads in national media by participating in state co-op opportunities. <i>Begin Q1.</i> • Increase contact with local, state and regional partners to enhance awareness of Putnam County’s attractions, dining, lodging, shopping and recreational opportunities. <i>Monthly.</i> • Assist in attraction and event development with a focus on increasing overnight stays to Putnam County. <i>On-going.</i> • Maintain and update www.MustSeeCookeville.com as the official trip planning and visitor information source for Putnam County. • Develop a vehicle to identify and attract targeted events that increase overnight stays in Putnam County with emphasis on sports. <i>Q3.</i> • Provide support to the Highlands Visitor Center to increase visitor volume and expenditures to Putnam County and the Highlands. <i>On-going.</i>
<p>TSSAA BlueCross Bowl Steering Committee – <i>TBD, Chair</i></p> <p><i>Objective: To coordinate a successful event that draws over 25,000 visitors to Tennessee Tech University in December.</i></p> <p>Tactics</p> <ul style="list-style-type: none"> • Oversee all aspects of event including facility management, logistics, marketing, promotion, ticket and program sales, visitor relations, hospitality, security, volunteers and budget. <i>Begin Q2.</i> • Organize post-event volunteer appreciation celebration. <i>Q4.</i> • Coordinate post-event debrief session. <i>Q4.</i>
<p>Retirement Development Committee (regional) – <i>Randal Petrie, Chair</i></p> <p><i>Objective: To be a catalyst in attracting resourceful retirees to the county and region who will become net economic assets.</i></p> <p>Tactics</p> <ul style="list-style-type: none"> • Continue to attract active retirees based on research and methods proven to work. Create consistent collateral materials. • Maintain membership in Retire Tennessee Program as one of eleven communities across the state by meeting qualifications and standards of program. Attend at least two trade shows annually. Quantify and follow up with leads received. <i>Report results annually. (Budget requirement based on 25% per capita population).</i> • Research possibility of sophisticated tracking tool to keep score of relocations and identify marketing opportunities. <i>Begin Q1.</i>



CONVENTION & VISITORS BUREAU ADDENDUM

- **Highlands Visitor Center** (*regional*): Operate and manage all aspects of the Highlands Visitor Center 360+ days per year including staff, 30+ volunteers, marketing materials and promotional items.
- **Sports Council:** Continue support of effort to create a sports council to serve community and region.

ORGANIZATIONAL DEVELOPMENT DIVISION

PHILLIP BAKER, VICE CHAIR

GOAL: To strengthen the organizational structure of the Chamber for greater service to membership with emphasis on recruitment, retention, benefits and engagement.

Ambassadors Committee – Don Viar, Chair

Objective: To serve as the Chamber's volunteer public relations team and assist the Chamber in membership recruitment and retention.

Tactics

- Grow the team from 20 members to 30 by the end of Q1.
- Develop a program to recognize members with milestone membership anniversaries. *End of Q2.*
- Create a member outreach program to “adopt” new members by obtaining feedback, reminding them of events, meeting them at events, introducing them to other members, ensuring their needs are being met and addressing any concerns. *On-going.*
- Develop a tracking system for all member contacts new as well as long-time members and report monthly to the Board of Directors. *On-going.*
- Assist in new member recruitment with emphasis on the annual membership campaign. *Q3.*
- Represent the Chamber at networking events such as New Member Orientation, Business Before Hours, Business After Hours, and ribbon cuttings/ground breakings. *On-going.*



Membership Campaign Committee – Jim Hicks, Chair

Objective: To ensure financial stability for the Chamber through new memberships, a higher level of member retention and increased member awareness and participation.

Tactics

- Coordinate the annual membership campaign with a goal of adding 150 new members to the Chamber’s collective strength. Q3.
- Promote, package and communicate benefits of joining the Chamber to prospective members.

Annual Meeting Committee - TBD Chair

Objective: To provide membership with a program that is recognized as one of the premier annual business events in the region.

Tactics

- Create an Annual Meeting Committee to plan the 2011 event (held early 2012). Q2.
- Plan and execute the 2010 Annual Meeting (held early 2011) coordinating all aspects of the event including logistics, ticket sales and marketing. Q1.

Membership Golf Tournament Committee - Jim Woodford, Chair

Objective: To provide a quality golf outing and membership networking opportunity to promote relationship building in an alternative setting.

Tactics

- Plan and execute the 2011 Annual Membership Golf Tournament (held in May) coordinating all aspects of the event including logistics, registration, sponsorships and marketing. Q1.



Chamber Networking Events

Objective: Provide a range of networking opportunities for members to engage, and learn and develop long-term, meaningful relationships in a variety of settings.

Tactics

- **Small Business Expo, Al Profant, Chair:** Produce semi-annual tabletop expos to provide opportunities for small business members to showcase and promote their respective products and services.
- **Small Business Seminars & Workshops:** Provide membership with effective and affordable opportunities for business owners to operate and grow their business by providing relevant, applicable and superior educational opportunities. These opportunities encourage professional growth and instill tools necessary for recruiting and retaining employees in today's ever growing and changing market.
- **Business Before Hours:** Bi-monthly meetings that encourage and promote interaction of members and featured key leaders discuss relevant and timely topics pertaining to business and community developments. *Bi-monthly.*
- **Business After Hours:** Held quarterly in the evening, bringing together upwards of 250 businessmen and women for networking, door prizes, hors d'oeuvres and refreshments. *Quarterly.*
- **Business Coffees:** Communicate with the business communities in the cities of Algood, Baxter and Monterey to network and gain input and suggestions from our partners. *Track results and report annually.*
- **Speed Networking** – new and exciting building business relationships event where each participant is guaranteed to meet a pre-determined amount of people and spend a designated amount of time with each of them. *Q2.*

ORGANIZATION DEVELOPMENT ADDENDUM

- **Sponsorship Program:** Develop a menu of sponsorship opportunities packaged and presented to our membership annually to add value to membership. *Q1.*
- **Young Professionals Networking Event/Steering Committee:** Schedule an event to create an environment for aspiring young leaders to begin to build relationships with each other and be a first step toward a future Young Professionals segment of the Chamber. The program would aid the young professional to develop professionally, become politically and philanthropically active, and contribute to the economic development and high quality living of Putnam County. The next step would be to form a steering committee to research and develop a program to engage young professionals with the perspective that a community influenced by young people will attract and retain young people. *Begin Q2.*
- **Sourcebook:** Produce an annual membership directory to be used as the official print source for economic and visitor information. The Sourcebook also provides a marketing piece for member advertising and showcases Chamber programs and initiatives. *Q3.*
- **Social Media:** Used as a tool for economic, community and visitor information, consistently update the Chamber's Web Site www.CookevilleChamber.com making sure it is user friendly. Utilize and manage social media tools such as Facebook, Twitter, Linked-In and blogs as a relevant way to engage members and provide a vehicle to communicate the latest Chamber developments, programs and events. *Begin Q1 and report results annually.*
- **Board Nominating Committee, Bob Luna, Chair:** Nominate a slate of five candidates to the membership for consideration in October 2011 in accordance with Chamber by-laws and oversee election process if necessary.



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- **Officer Nominating Committee**, *Bob Luna, Chair*: Nominate a slate of officers to the Chamber Board of Directors for election in November 2011 in accordance with Chamber by-laws.
- **Past President/Chairman’s Council**, *Bob Luna, Chair*: Retain the knowledge and expertise of past leaders of the organization for continued service to the Chamber of Commerce through an annual gathering.
- **Research Marketing & Branding Task Force** (*regional*), *TBD, Chair*: To continue to develop the Highlands brand and market the region’s assets to targeted customers.

COMMUNITY DEVELOPMENT & PUBLIC POLICY DIVISION

JIM MARTIN, VICE CHAIR

GOAL: To improve the quality of life of the Highlands and Upper Cumberland Region, and serve as the “voice of business” at all levels of government.

Adopt-A-School Program – *Kenneth Manis, Chair*

Objective: To expand learning opportunities for children and youth by bringing the resources of Putnam County teachers and community leaders together in a common effort.

Tactics

- Expand the number of adopters by 10% in 2011. *Track results annually.*
- Provide ongoing assistance to existing adopters and schools.
- Plan and host an annual educational and networking program for all schools and adopters.

Infrastructure & Advocacy Committee (*regional*) – *Steve Copeland, Sr., Chair*

Objective: To develop and promote public policy positions at the local, state, and federal government levels and strengthen the relationships between the Chamber membership and elected officials.

Tactics

- Meet with local stakeholders to develop and promote a 2011 Legislative Agenda. *Q1.*
- Track progress and promote completion of the 5th Exit and connector road to the 400+ acre Highlands Regional Business Park to provide jobs for our citizens.



Healthcare Delivery System Committee (regional) – Debbie Johnson, Chair

Objective: To develop a strategic plan that will result in a comprehensive healthcare delivery system for the citizens of the Upper Cumberland.

- Meet with allied health care providers and key business / employment consumers to frame a needs assessment and strategy for an Upper Cumberland regional health care delivery system. *Begin Q1 2011.*
- State the Upper Cumberland vision/mission to meet key needs for the 350,000+ adult/child population including pre-natal through retiree. *Begin Q1 2011.*
- Perform a data-based analysis of the Upper Cumberland to identify primary needs and gaps for the medically underserved: primary, dental and mental health for the insured/ uninsured – adults, children. *Begin Q4 2011.*
- Plan a multi-county allied health care delivery approach (Phases for 2012, 2013) matching current and forecasted needs with resources, including funding. *Complete by Q4 2011.*
- Develop a communications plan to convey key needs, requirements and resources with all stakeholders. *Begin Q4 2011 and continue throughout 2013.*

COMMUNITY DEVELOPMENT & PUBLIC POLICY ADDENDUM

- **Governor’s Three Star Program:** Provide appropriate support to local governments ensuring that Putnam County stays certified as a Tennessee Three-Star Community. *Begin Q1 and report results annually.*
- **Christmas Parade:** Seek partnership from outside agencies to implement the 45th annual event and ongoing. *Q1.*
- **Cultural Development Program:** Study the creation of a program that supports existing efforts to promote emerging artists and musicians in Putnam County and the Highlands. *Begin Q3.*
- **Community Image/Appearance:** Study the possibility of creating a committee to improve our community and region’s aesthetic appearance and first visual impression by developing and implementing an improvement program with emphasis on major entranceways.

Leslie Town Centre

The Leslie Town Centre is co-owned by the City of Cookeville and Putnam County, and is supported solely by the revenues from the two-venues: Estes-Williams Business Center and the Herald-Citizen Conference Room. The building houses the offices of the Cookeville-Putnam County Chamber of Commerce, Economic and Community Development and the Convention & Visitors Bureau. The Public Building Authority, chaired by Jim Martin, governs the Leslie Town Centre for the benefit of our community, provides management and administrative support for the 330+ events held annually.



HIGHLANDS INITIATIVE

BOB ALLEN, VICE CHAIR

The Highlands Initiative, launched in 2006, by the Cookeville-Putnam County Chamber of Commerce, is a collaborative, public/private sector program designed to boost economic and community development in Overton, Putnam and White counties. Federal, state, city and county governments and agencies, along with chambers of commerce, key officials and business leaders throughout the region, play key roles in the program's development.

Now in Phase II (2010-2013), the Chamber continues to support its regional economic and community development program by providing staff and resources to the following strategies and programs:

Strategy I – Business Recruitment, Expansion & Retention

Objective: Maintain a focused Economic Development program to attract 21st century jobs to the region through effective cooperation with Highlands partners. Provide proactive assistance and support for existing companies to thrive; respond proactively to retention opportunities. Showcase the Highlands as the destination for targeted retirees and tourists.

Strategy II – Community Development & Advocacy

Objective: Recognizing that community development precedes economic development, Highlands stakeholders will serve as the quality of life architect to increase the region's attractiveness as an excellent place to live, work, play and visit. Provide residents with a comprehensive regional health care delivery system.

Strategy III – Research, Branding & Awareness

Objective: Enhance and expand brand equity of the Highlands on regional, national and international levels. Increase awareness and engagement of the Highlands Region with emphasis on Overton, Putnam and White counties through research, branding, advocacy and awareness strategies as well as promotional activities around the world.

Strategy IV – Workforce Development & Education

Objective: Improve education attainment and job readiness of our future workforce and increase training and skill development opportunities for the current workforce to match the needs of targeted industries and existing industry. A renewed spirit of cooperation and raised level of shared accountability among Highlands citizens is our greatest asset to accomplish our goal of a skilled workforce to meet the needs of 21st century employers.