

How Will Economic Development Impact You?

New job creation and business expansion impacts businesses by creating meaningful opportunities for Chamber members to sell their goods and services to those new businesses and residents. The Economic Development Division will work with industries both large and small in our community to increase job growth and business expansion as well as with individuals to increase our growing small business community.

Objective: Encourage New Business Development and Existing Business Expansion.

- Strategy: Implement a “One Stop System” for registering new businesses by the end of March 2011.
- Tactic: Work with the Mayor’s office and the city of Rogers to streamline process.
- Strategy: Provide information, data, demographics, resources and flexible, accommodating support to new, existing and expanding businesses. Orchestrate partnerships and opportunities for local business alliances.
- Tactic: Update community profile and website to reflect current data when 2010 Census data is released in February.
- Tactic: Provide at least 5 selected area business with Business Retention and Expansion surveys.

Objective: Engage in Small Business Outreach.

- Strategy: Assist new business start-ups, franchisees and existing businesses.
- Tactic: Provide information, publications, resources and connections to meet the unique needs of small businesses, including at least 50 minority-owned businesses.
- Strategy: Inform, educate and connect entrepreneurs and small business people through professional development and continuing education opportunities.
- Tactic: Host a minimum of 12 seminars such as the FYI Brown Bag Lunch series focused on growing business in a tough economy.
- Strategy: Provide high-caliber, affordable and accessible training and resources through the small-business track of the NWA Business Conference.
- Tactic: Offer 9 break-out sessions, a morning speaker and a key-note speaker. Attract a minimum of 200 small businesses to the seminar portion of the event, and 1,500 attendees to the expo.
- Strategy: Encourage small businesses by recognizing success through the “Small Business of the Month” and “Small Business of the Year” award program.
- Tactic: Present 12 monthly awards and one “Small Business of the Year” award at the annual NWA Business Conference & Expo.

Strategy: Develop tracking system for Small Business.
Tactic: Excel spreadsheet for each month with 3 set follow-up dates to track new business starts for quarterly City Council report.

Strategy: Host monthly Small Business Council meetings to encourage growth of existing small businesses and increase start-up businesses.

Tactic: Use Small Business Council to development and implement strategies for developing area small business.

Tactic: Use Small Business Council to help host NWA Business Expo and Seminar on September 1, 2011.

Objective: Lead Progressive Business Development Initiatives.

Strategy: Provide resources ranging from small business tactics to entrepreneurial solutions to advance small and medium businesses throughout northwest Arkansas.

Tactic: In partnership with the Northwest Arkansas Business Journal, host the region's highest-caliber business event, the Northwest Arkansas Business Conference and Expo. Under the direction of the Chamber's Small Business Council, the event will offer 9 break-out sessions, a morning speaker and a key-note speaker. Attract a minimum of 200 small businesses to the seminar portion of the event, and 1,500 attendees to the expo.

Strategy: Work with Large Industry Council and develop and implement revenue generating programs.

Tactic: Update community profile and website to reflect current data when 2010 Census data is released in February.

Tactic: Provide at least 5 selected area business with Business Retention and Expansion surveys.

Strategy: Represent Chamber of Commerce at regional and local Economic Development events and council meetings.

Tactic: Attending at least 90% of the meetings.

Strategy: Partner with Main Street Rogers to guide local Economic Development for downtown Rogers Area.

Tactic: Attend MSR steering meetings and partner with Kerry Jensen to bring in at least 4 new businesses to Downtown Rogers in 2011.

Strategy: Align Chamber resources with key partners to improve the local economic climate.

Tactic: Utilize contacts at Arkansas World Trade Center, the Arkansas Department of Economic Development, Wal-Mart Stores, Inc., Tyson Foods, Inc., and J.B. Hunt Transport, Inc., and consumer product companies (suppliers) to make these connections.

Economic Development: 2011

- Strategy: Expand delivery of information to newcomers by sending out at least 50 relocation packets in 2011.
- Tactic: Employ innovative communication and outreach efforts with key partners.

- Strategy: Develop and implement a local and regional Economic Development Plan.
- Tactic: Work with the Northwest Arkansas Council to develop regional plan.

- Strategy: Offer diversity celebrations and business-building events reflecting the diverse and inclusive nature of the northwest Arkansas community.
- Tactic: Coordinate the Northwest Arkansas International Festival, facilitate 10 Multicultural Networking meetings throughout the year, host spring and fall English and Spanish classes, and hold six Fiesta de Negocios networking events in 2011.

- Strategy: Serve as the communication hub for the diverse business community.
- Tactic: Distribute relevant information to the community through weekly emails and other methods of mass communication, and in person at events. Maintain files of information for the Chamber.

- Tactic: Create and maintain a list of woman- and minority-owned businesses in northwest Arkansas to offer as a procurement resource and in multicultural business outreach efforts.

- Tactic: Produce the "Northwest Arkansas Diversity Guide" to serve as a resource for the community. The guide will include information on the diverse cultural resources, ethnic organizations, and cultures in the community.

Objective: Recruit and Retain a High Quality Workforce.

- Strategy: Assist in hosting two NWA Job Fairs to connect employers and workers. Events incorporate workforce readiness components such as resume writing, mock interviews, professional dress and career path changes.
- Tactic: The goal for each event will be to host 70 participating employers and attract 1,500+ job seekers. Aim to accommodate 80+ at the Resume Workshop.

- Strategy: Maintain job bank, job seeker resume file and employment resources to connect job seekers with area employers.
- Tactic: Heavily promote as a free service to member businesses that employ 50 or less. Post at least 100 jobs throughout the year for local businesses.

- Strategy: Develop relationships with higher education faculty involved with workforce placement.
- Tactic: Attend workforce meetings and host meetings on a quarterly basis.

- Strategy: Develop relationships with area staffing agencies and job placement programs to promote and encourage area workforce placement. Meet with 4 staffing agencies on a quarterly basis to review staffing numbers.

Economic Development: 2011

- Tactic: Implement internal tracking system for staffing agencies to keep track of area job growth on a quarterly basis.
- Strategy: Supplement quality workforce recruitment with up-to-date relocation materials (DVDs, publications) designed to maximize workforce recruitment and orientation efforts.
- Tactic: Distribute 500 DVD's to area employers.
- Strategy: Offer to host candidate community tours on an as-needed basis to employers throughout northwest Arkansas, assisting them in their efforts to recruit and retain a competitive workforce.
- Tactic: Host at least 6 candidate community tours.
- Strategy: Support local employers.
- Tactic: Host timely seminars, speakers and customized outreach on an as-needed basis, with a goal of at least 6 seminars throughout the year.
- Strategy: Represent and advocate for workforce issues.
- Tactic: Partner with and ensuring representation within local workforce boards and committees. Attend at least 10 NOARK meetings and at least 8 SCORE meetings during the year.

How will Community Development impact you?

Programs in the Community Development Division impact and enhance the quality of life in Rogers, Lowell and the region by improving the lifestyles and amenities enjoyed by residents as well as attracting newcomers and visitors, while developing leaders for the future.

Objective: **Develop dynamic future leaders who are knowledgeable and prepared to take on roles of responsibility in the community while encouraging them to build their life in the region. Recruit high-caliber individuals to the area by showcasing opportunities for personal and career growth and community involvement.**

Strategy: Develop the leadership skills of up to 40 high school students, providing knowledge and insight about their community, and encourage them to share information with peers in their circle of influence.

Tactic: Recruit and train 40 students through the First Leadership program in Rogers schools, engaging more than 20 business and school leaders as speakers and leaders in the program, and providing more than 175 hours of volunteer service to the community.

Tactic: Coordinate, plan and implement a complimentary student leadership development program in the Bentonville High School for 2011-2012.

Strategy: Promote and develop dynamic community leaders for Benton County through Leadership Benton County.

Tactic: Provide at least 35 class members with opportunities to learn, enhance and apply leadership skills to community needs and concerns, as measured by class evaluations.

Strategy: Engage emerging leaders in volunteer activities that place them in leadership positions on committees, boards and commissions in the region and inform them about challenges to be addressed.

Tactic: Involve 15 percent of NWA Emerging Leaders members in the program workgroups, and achieve participation of 50 percent of the membership in professional development programs and events to build leadership skills and connect them to existing community leaders.

Tactic: Train and prepare 50 individuals to serve in leadership roles in community and nonprofit organizations.

Objective: **Northwest Arkansas will become known as a community for walkers and bicyclists, developing an interconnected network of multipurpose trails that promote conservation, recreation and transportation, attracting visitors and new residents to the community while improving the quality of life.**

Community Development: 2011

- Strategy:** Improve the health of residents in northwest Arkansas by encouraging active use of trails and recreational opportunities, while reducing the use of motor vehicles by promoting the trail system as a part of the region's transportation network.
- Tactic:** The NWA Emerging Leaders Green Team Workgroup will design, coordinate and implement a community bicycling program placing up to 25 refurbished bikes on the Rogers Trail System for use by the public free of charge.
- Tactic:** Serve as a resource for residents and visitors seeking information about the Rogers Trail System and regional trails by updating and distributing print and web maps and information.
- Strategy:** Improve public awareness and build positive public opinion about recreational trails in Rogers, Lowell and the region.
- Tactic:** Increase communication about future trail construction, trail usage and trail programs and events by 25 percent in 2011.
- Tactic:** Serving as a clearinghouse for trail-related projects and programs for the city of Rogers Parks Commission, the Greenways & Trails Committee of the Chamber will facilitate and connect the public, groups and organizations working to promote recreational trails.
- Tactic:** Maintain and distribute up-to-date information on the Razorback Greenway regional trail, documenting progress on the TIGER II grant funding program and trail development slated for substantial completion in 2014.
- Objective:** **Use the area's well-educated workforce and world-class education system to recruit businesses and new residents while providing an excellent preparation for students entering higher education or the workforce upon their graduation from high school.**
- Strategy:** Increase the number of northwest Arkansas residents with college degrees and high school diplomas.
- Tactic:** Encourage all high school freshmen in the Rogers Public Schools to achieve the highest level of educational attainment possible through new and existing programs.
- Strategy:** Improve the level of preparation for high school graduates entering the workforce or higher education.
- Tactic:** Over the next two years, increase the number of students achieving recognition through programs such as Academic Awards, Graduates with Promise and scholarships by five percent.
- Tactic:** Recognize with honors and grants those outstanding educators who develop their skills to improve the quality of education in the community.
- Tactic:** Engage more than 100 Chamber members, businesses and organizations in educational programs that support a world-class education system through increased communication and improved programming.

Objective: Promote Healthy Communities.

- Strategy: Tobacco Prevention Grant 2011.
- Tactic: Increase the knowledge and reduce tobacco use in Benton County by conducting a comprehensive media campaign on the harmful effects of tobacco and second-hand smoke measured by the Arkansas Prevention Needs Assessment Survey.
- Tactic: Increase the awareness and enforcement of the Arkansas Child Protection Act of 2006 measured by local law enforcement data.
- Tactic: Increase the call volume to the Arkansas Quit Line by promoting the Quit Line services measured by Arkansas Department of Health statistics.
- Tactic: Reduce tobacco use in Benton County by conducting educational programs measured by the Arkansas Prevention Needs Assessment.
- Tactic: Reduce the tobacco advertising targeting youth by conducting Operation Storefront measured by database statistics.
- Tactic: Reduce the amount of tobacco sold by to minors by 2 percentage points in Benton County by conducting Tobacco Retailer Education classes at least two times during the year, reaching at least 400 retailers.
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- Strategy: Create awareness about underage drinking prevention.
- Tactic: Increase the knowledge and reduce underage drinking in Benton County by conducting a comprehensive media campaign on the harmful effects of underage drinking measured by the Arkansas Prevention Needs Assessment Survey.
- Tactic: Reduce underage drinking in Benton County by conducting educational programs measured by the Arkansas Prevention Needs Assessment survey.
- Tactic: Reduce the amount of alcohol served to minors by conducting Responsible Beverage Server training at least two times during the year, with at least 30 businesses participating. Measured by the Alcohol Control Board violation data.
- Tactic: Reduce underage drinking by conducting campaigns targeting high school graduation and prom measured by the Arkansas Prevention Needs Assessment survey and youth focus group data.
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- Strategy: Promote drug free communities.
- Tactic: Increase the knowledge and reduce substance abuse in Benton County by conducting a comprehensive media campaign on the harmful effects of prescription drugs, cocaine and methamphetamine measured by the Arkansas Prevention Needs Assessment survey and local law enforcement data.
- Tactic: Conduct the eighth annual Methamphetamine Awareness Month reaching at least 7,000 youth and 1,000 adults.
- Tactic: Conduct the third annual Medicine Abuse Awareness Month by hosting a disposal event and several media events increasing awareness measured by pre and post-test survey data.
- Tactic: Reduce the use of illegal drugs and the abuse of prescription drugs through conducting educational programs measured by the Arkansas Prevention Needs Assessment survey.

Community Development: 2011

- Tactic: Increase the number of Drug Free Workplace policies by 3 businesses in Benton County, to be measured by database statistics.
- Strategy: Communicate importance of Drug Free Rogers-Lowell through website.
- Tactic: Conduct regular updates to www.ioit2me.com website in both English and Spanish, increasing prevention efforts in the community, measured by website visits.
- Tactic: Increase visits to the website by 25 percent, as measured by Google Analytics and Marketing Subcommittee.
- Strategy: Increase healthy lifestyle choices among Benton County residents.
- Tactic: Conduct the sixth annual "Fit with 5" Worksite Wellness Challenge program with at least 600 employees to increase physical activity and healthy eating habits in participants, to be measured by pre- and post-test surveys of physical activity, healthy eating, weight and body fat.
- Tactic: Place up to 25 refurbished bikes on the Rogers Trail System for use by the public free of charge through the Community Bicycling program developed and implemented by the NWA Emerging Leaders Green Team Workgroup.
- Tactic: Communicate the usage of Rogers trails as measured by the city of Rogers Parks Department's trail counter, documenting increased use throughout the year to indicate greater numbers of people exercising on the trails.
- Tactic: Explore opportunities to promote the development of healthy lifestyles and raise the health ranking of the county in collaboration with other groups and organizations involved in prevention and wellness.

How will the Convention & Visitors Bureau Impact You?

The Rogers Convention and Visitors Bureau will impact the Rogers economy and community by working diligently to bring conventions, sporting events, and groups to Rogers who will stay in hotels, eat in restaurants, shop in stores and enjoy all the wonderful amenities Rogers has to offer.

Objective: Generate overnight visitors that will produce room nights for Rogers hotels and business for our attractions, restaurants, and retailers and focus sales efforts on new and repeat multi-hotel business that utilizes convention center space.

- Strategy: Book 35 meetings, conventions or groups resulting in at least 8500 room nights and work to increase Rogers hotel tax collections by 5 percent.
- Tactic: Actively make 35 sales calls per week through calls, emails and site visits with key meeting and group planners.
- Tactic: Prospect 10 new potential groups a week.
- Tactic: Develop and send out a minimum of 60 qualified leads in 2011.
- Tactic: Track room night pick-up for every group booked or serviced through the RCVB
- Tactic: Attend key trade-shows and conferences that focus on key markets: sports, university, religious, fraternal and state, regional and national association groups and follow up with detailed trip reports.
- Tactic: Re-establish a "bring it home" campaign to work with local leaders on bringing their conferences to Rogers.

Objective: Market Rogers as a premiere destination for meetings, conventions, and sporting events.

- Strategy: Work with ad agency to proactively determine most cost-effective strategies in order to maximize exposure for Rogers.
- Tactic: Continue to cultivate relationships with Northwest Arkansas organizations in developing marketing programs that promote this region as a major travel destination.
- Tactic: Initiate programs that better utilize social media outlets, website and e-blasts to market Rogers.

Objective: Meet and exceed visitor needs and expectations with the result of enhancing visitor experience and encourage repeat visits to Rogers.

- Strategy: Establish a competitive advantage by providing exceptional services to 50 groups visiting Rogers.
- Tactic: Promote exclusive services offered through the RCVB such as online housing and registration, welcome banners and posters and incentive funding.

Convention & Visitors Bureau: 2011

Objective: Foster close working relationships with all Rogers area hotel contacts.

Strategy: Partner with the local hotel community to provide additional sales and service support and host at least 5 Rogers hotel meetings.

Tactic: Identify and cultivate educational initiatives of interest to the lodging industry in Rogers.

Tactic: Continue to maintain regular contact with hotel sales and management teams.

Tactic: Provide consistent and dependable services to the hotels and clients.

How Will Membership Services Impact You?

Membership Services will provide over-the-top customer service for the membership of the Rogers-Lowell Area Chamber of Commerce by providing valuable services and programming which provides a return on their investment. We will impact our members by offering business building events and educational opportunities to support local businesses.

Objective: Meet goal of 2,000+ members by selling 350 new memberships in 2011.

- Strategy: All Chamber staff will be responsible for recruiting new Chamber memberships valued at \$62,500.
- Tactic: Host six Prospective Member Receptions to educate business owners about the value of Chamber membership.
- Tactic: Contact all companies listed on the Business License list from city of Rogers and the Business Listing report from city of Lowell.
- Tactic: Review ads and stories in local publications and journals on consistent basis.
- Tactic: Encourage referrals from Chamber staff, members and volunteers.
- Tactic: Target prospective members who attend Chamber events.
- Tactic: Follow-up on leads from social media venues, www.RogersLowell.com inquiries, call-in and walk-in requests.
- Tactic: Maximize awareness of the Chamber and build relationships through participation in community events and organizations to meet prospective members.

Objective: Support the Profitability of Chamber Events and Programs.

- Strategy: Chamber staff will sell \$307,000 in sponsorships to support the 30 major events set for 2011.
- Tactic: Target sponsors who participated in past.
- Tactic: Review new members with ties to specific events to sell sponsorships.
- Tactic: Review membership for prospective sponsors who serve the target market of each event.
- Tactic: Survey sponsors to assure we are meeting their goals for the sponsorship; revise benefit packages as necessary.
- Tactic: Advertise events effectively so sponsors see ROI.
- Tactic: Have a Design/Advertising/Marketing meeting and schedule to layout the whole year. Create a task for each event and follow through on each task.
- Tactic: Have Staff attend all events at least once so they are able to see and describe what the event is and what kind of audience the event has.
- Tactic: Make staff more knowledgeable on the event by going over attendance and sponsor numbers each week during staff meeting. Encourage each staff member to sell either tickets/attendance to event or sponsorships.
- Strategy: Contact all past due invoices at 120 days throughout the year and encourage timely renewals.

- Tactic: Collect past dues through email reminders, retention calls and visits.
- Tactic: Communicate the value of memberships in good standing.
- Tactic: Make minimum 20 collection calls per week.
- Tactic: Email statements and encourage online payments.
- Tactic: Use referral report to communicate value of membership and encourage renewal.

Objective: Encourage Member Involvement, Attendance and Retention.

- Strategy: Engage staff, ambassadors, and committees to encourage member involvement which will be shown by increasing attendance at events by 10% in 2011.
- Tactic: Use social media, Chamber Voice, weekly event e-newsletter and other forms of communication to advertise and encourage attendance.
- Tactic: Reach out to the past event attendees and invite them to 2011 event.
- Tactic: Create new events in 2011 and bring excitement and something different to each event.
- Tactic: Update all event descriptions to reflect changes at events and to attract both past and new participants.
- Tactic: Track how attendees heard about the event by having them fill out a survey. This information will be used to help with future event advertising.
- Tactic: Track member activity and inactivity to ensure we stay connected with all Members.
- Tactic: Use Small Business Council to engage new members in Chamber activities by letting new members know of the different events and committees the Chamber has to offer during the New Member Orientation. After each NMO, track how many people sign up for a committee after the NMO or attend an event.
- Tactic: Give Small Business Council tools to reach inactive and dissatisfied members and track results.

- Strategy: All Chamber staff will be responsible for maintaining 85% retention rate of Membership.
- Tactic: Contact new members within 10 days after they join to encourage New Member Orientation attendance.
- Tactic: Invite minimum 60 members per month to a focus group luncheon.
- Tactic: Contact minimum 60 members per month to communicate value of involvement opportunities and invite participation.

- Strategy: Utilize Social Media to increase attendance and educate public on Chamber events.
- Tactic: Use social media networking tools to send event reminders and encourage involvement. Post at least 10 times a month to Facebook and Twitter.
- Tactic: Create Twitter hashtags for major events so attendees can connect with other attendees.
- Tactic: Create a Facebook event for all networking and major events and encourage people to "share" the event with their friends.

Objective: Ensure accuracy of the Membership Database.

- Strategy: Contact 100% of membership for profile maintenance and retention twice a year
- Tactic: Use phone, email, social media, and retention visits to make contact with every active member.
- Tactic: Contact minimum 50 members per week to verify profile information and handle any questions or concerns.
- Tactic: Visit at least six members per month to show appreciation and report any issues and feedback.

Objective: Encourage Members' Use of Tools Provided by the Chamber.

- Strategy: Increase use of Members Only section of web site to 115 members per month.
- Tactic: Make communicating benefits of Members Only section an integral part of our conversation with members.
- Tactic: Send welcome email encouraging members to visit members only section
- Tactic: Contact new members within 15 days after they join to confirm username and password and encourage login.
- Tactic: Send email reminders encouraging members to view referral report and track logins.
- Tactic: Encourage members to use Members Only section through retention calls, visits, events and meetings.

Objective: Enhance Member's Experience by Providing Exceptional Customer Service and Member Support.

- Tactic: Be committed to understanding business needs and expectations of members and delivering a network of reliable support.
- Tactic: Identify initial expectations of new members. Communicate with new members regularly their first year to ensure their initial expectations are met.
- Tactic: Identify five less active members per month and visit business to discuss needs or concerns and take appropriate action to satisfy member.
- Tactic: Survey members when request cancellation of membership and identify reasons expectations were not met.

How Will Marketing & Communication Impact You?

The Marketing and Communication department impacts the Rogers-Lowell area, Chamber members and the business community by providing easily accessible and up-to-date information about local business and the community as well as sharing information about the activities and business advocacy of the Chamber.

Objective: Redevelop Traditional Print Mediums to Increase Goals and Mission of the Chamber.

- Strategy: Promote the Chamber, its benefits and initiatives to members and the business community.
- Tactic: Implement and maintain an advertising campaign to promote and market the Chamber by creating marketing pieces to be used to attract new members and create awareness about the Chamber’s programs and services
- Tactic: Produce annual printed community relocation and tourism guide along with online format.
- Tactic: Produce and maintain current community map.
- Tactic: Maintain timely annual report to the members.

- Strategy: Increase readership and income of monthly Chamber Voice newsletter.
- Tactic: Link to online version
- Tactic: Focus on a topic of interest each issue to help grow local businesses.
- Tactic: Increase the number of inserts and ads by 5 percent by targeting members who own businesses related to monthly topic.

Objective: Create relevant, timely, “cutting-edge” Chamber website.

- Strategy: Increase web traffic and member referrals by 5 percent.
- Tactic: Redesign www.RogersLowell.com and make it user-friendly on mobile devices.
- Tactic: Utilize search engine optimization (SEO).
- Tactic: Add video streaming to enhance and promote site, events and activities.
- Tactic: Develop and execute plan for enhancing revenues for the website.

Objective: Further enhance and expand member communications through “cutting edge” technology.

- Strategy: Increase followers on social networking sites, such as Facebook, Twitter, LinkedIn and the Chamber blog by 10 percent.
- Tactic: Create more interaction by posting more informative updates and tweets appropriate to followers at least 5 times a week.
- Tactic: Add social media buttons to your website and all other forms of communication that will leverage the power of this medium.

Marketing & Communication: 2011

- Tactic: Help promote new Chamber Twitter handles for Government Affairs and Events by re-tweeting their messages. @RLACC_Gov & @RLACC_Events
- Tactic: Work with Chamber Divisions (CVB & NWAEL) to increase and promote their brands, events, and news on social media outlets.
- Tactic: Utilize blog more by posting 3 to 4 items a month

- Strategy: Increase opens and click-through rates on weekly e-Newsletters by 5 percent.
- Tactic: Send one Monday Memo and one Calendar at a Glance each week with timely news and event information in an easy-to-read format.
- Tactic: Utilize any opportunity to drive traffic to the web through links and referrals through sponsor logos

How Will Government Affairs Impact You?

During 2011, Government Affairs will implement programs and services that produce positive impacts immediately such as legislation and policy enacted by the General Assembly. Additionally, Government Affairs will engage in activities that produce long-term positive impacts such as candidate training, strengthening relationships and engaging membership in the political process.

Objective: Develop 2011-2012 State and Federal Legislative Agenda.

- Strategy:** The legislative agenda could include support for regional economic development partnerships an enhanced incentive options, regional mobility authorities, watershed stewardship groups, higher education funding equality, and improved transportation funding equity.
- Tactic:** Host 5 legislative forums with a targeted attendance of at least 50 people to hear public input, maintain regular communications with Government Affairs Committee and Board of Directors, meet with legislators and community leaders, and review legislative agendas developed by the Arkansas State Chamber of Commerce.

Objective: Promote Issues that Have a Positive Influence on Business and Oppose Issues that are Unfriendly to Business.

- Strategy:** Pass proposed \$130 million in bonds that extend the one percent sales tax Rogers voters approved in 2003.
- Tactic:** Work with city of Rogers to create unified message and marketing materials to be used to educate residents on the benefits of passing bond issue.
- Strategy:** Identify and prioritize issues (both positive and negative) that are important to our membership.
- Tactic:** Attend and participate in meetings with GA Committee, Board of Directors, Community leadership, State leadership, Legislative leadership, and Chamber members. The goal is to have attendance of at least 30 people for each Government Affairs meeting. Also, would like to bring in at least one statewide elected official and one state agency representative to speak at the Government Affairs Committee meeting.
- Tactic:** Communicate legislative agenda to stakeholders and seek feedback on which items are the most important.
- Tactic:** Host and participate in legislative forums to hear public comments.
- Tactic:** Monitor federal legislation using US Chamber, State Chamber, and review of federal register and daily activity reports to identify important issues.
- Tactic:** During the 88th General Assembly, monitor all introduced legislation, setup a tracking system for bills of interest. The tracking system will be hosted on the Chamber's website.

Government Affairs: 2011

- Strategy: Highlight Issues (both positive and negative) that are important to our membership.
- Tactic: Post at least five times on Facebook and 10 tweets each week during legislative session to inform members of pending legislation and governmental activities at the local, state and federal level. In particular, social media will be used for breaking news or information.
- Tactic: Utilize weekly Government Affairs Committee emails to transmit updates and analysis by sending at least one Committee email per week with a 35% open rate.
- Tactic: Utilize the Chamber Voice newsletter to spotlight local legislators, discuss pending legislation, provide political analysis, and encourage participation in the political process. The goal is to write profiles of four state legislators that serve Rogers-Lowell.
- Tactic: Send out two e-newsletters each week with a 30% open rate and write one blog post each week during the 88th General Assembly that provide updates and discussion of pending legislation.
- Tactic: Be onsite at the Capitol for 75% of the total days in session during the 88th General Assembly and advocate for a regional legislative agenda. This includes attending committee meetings, breakfasts, social events, and one-on-one meetings with state legislators.
- Tactic: Send out calls to action using social media, email, newsletters, and speaking opportunities to inform membership of critical issues that require immediate action.

Objective: Work with Federal, State and Local Elected Officials.

- Strategy: Continue to cultivate existing relationships with federal officials.
- Tactic: Host and participate in forums; arrange meetings between membership and Congressional delegation and staff; participate in annual D.C. fly-in; encourage participation in Chamber events by Congressional staff. Attendance goal for the Washington D.C. fly-in is 6 chamber members.
- Strategy: Continue to cultivate existing relationships with state government officials.
- Tactic: Host and participate in forums, NWA Night Out and other legislative events. Goal is to have twenty (20) chamber members attend NWA Night Out.
- Tactic: Support Northwest Arkansas Political Action Committee. Fundraising goal in 2011 is \$5,000.
- Tactic: Host a state legislative committee in NW Arkansas in conjunction with a social event. The goal is to have participation from 25 state legislators of which 15 are from outside of Washington and Benton County.
- Strategy: Continue to cultivate existing relationships with local government officials.
- Tactic: Encourage participation by local officials in Chamber events, including Government Affairs Committee and public forums. The goal is to have a representative from cities of Rogers and Lowell attend Committee meetings.

Government Affairs: 2011

Tactic: Include local community leaders in communications and schedule regular meetings to provide updates and receive feedback on issues in NW Arkansas.

Objective: Encourage Participation in the Political Process from Members and the Community.

Strategy: Identify, recruit and develop political candidates.

Tactic: Work with NWA Emerging Leaders Political and Government Affairs workgroup to hold monthly candidate training breakfasts beginning in June. Goal is to hold 5 breakfast meetings with at least 30 participants for each breakfast.

Tactic: Develop list of potential candidates for state legislative seats including new seats created by redistricting. Host at least one public hearing regarding redistricting in Northwest Arkansas.

Tactic: Inform membership about opportunities to run for office and commissions.

Strategy: Assist and encourage voter registration efforts.

Tactic: Work with NWA Emerging Leaders Political and Government Affairs workgroup to reach out to schools and initiate voter registration efforts for area high school seniors by registering 100 new voters in 2011.

Objective: Encourage and Support Northwest Arkansas Emerging Leaders.

Strategy: Provide staffing, leadership, and guidance to NWA Emerging Leaders.

Tactic: Work with other Chamber staff to provide staff support.

Tactic: Sit on the steering committee and provide leadership and guidance.

Tactic: Promote NWAEL and NWAEL events to Chamber membership.

Tactic: Work closely with Political & Government Affairs Workgroup.

Objective: Improve Partnerships with Other Arkansas Metropolitan Areas.

Strategy: Working with other metropolitan areas on issues of mutual agreement will increase our ability to implement the regional legislative agenda.

Tactic: Schedule regular meetings with counterparts in Northeast Arkansas, Central Arkansas and Fort Smith. Goal is to meet bi-annually with contacts to review goals and objectives.

Tactic: Provide legislative updates and seek assistance from counterparts in generating support for issues of mutual agreement.

Tactic: Continue to strengthen relationship with State Chamber.

Government Affairs: 2011

Objective: Strengthen Partnerships with State Agencies and Commissions.

- Strategy: Developing a strong relationship with state agencies and commissions including the Arkansas Highway Department, Arkansas Economic Development Commission, and Arkansas Natural Resources Commission will increase the Chamber's voice on issues of importance.
- Tactic: Meet with agency leadership and staff to discuss projects and issues of mutual interest. Goal is to attend at least six Highway Commission meetings.
- Tactic: Organize at least one offsite meeting in Northwest Arkansas between state agency and community leaders to discuss policy and ways to work together.
- Tactic: Provide feedback to state agencies on the impact of policy and legislation.