



2009-2010

Program of Work

FOCUS	ACTION ITEM
1. MEMBER SERVICES	
A. Membership recruitment	<ol style="list-style-type: none"> Execute a Membership Drive using a professional consultant Host orientation session for member recruiters Host a lunch to gather names of potential members Update the list of benefits of being a member Evaluate contents of membership packet and make changes as needed Develop incentives for potential members Create and produce collateral material for membership promotion Conduct an assessment of the market area Develop prizes or incentives for members who recruit the most Increase market penetration rate (currently 32%) Identify potential members Assign prospective members to Board members to recruit Send a letter to prospects letting them know they are being recruited Grow the Chamber membership Provide training for members/staff who recruit members Host a "Membership Prospect Lunch"
B. Membership Retention	<ol style="list-style-type: none"> Use feedback cards in membership packets Personally contact every member at least once a year; request feedback Evaluate member wants and needs using surveys and focus groups Host membership breakfasts quarterly with local official reports Recognize long-time members at Annual Banquet Highlight Chamber members in newspaper articles Invite new members to board meetings after their approval Improve and expand the benefits of membership Improve the member experience Communicate with members, highlighting benefits of membership Conduct exit surveys of members who drop

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	<ol style="list-style-type: none"> Focus on new and uninvolved members; contact to get involved Host a welcome event for new members
C. Membership Promotion	<ol style="list-style-type: none"> Develop, implement, evaluate "New Business Showcase" Develop/distribute a Quality of Life Guide Keep supplies of Membership Directories in hotels Educate members on products and services offered by other members Hold ribbon cutting recognition events Provide assistance to members during grand openings Promote/recognize members for their number of years of membership Create sponsorship packages that promote member businesses Welcome new residents/businesses owners to the community Offer a consistent forum with member-to-member networking Network with other communities for ideas/best practices Develop an ongoing "After Hours" program to networking opportunities
2. Communications and Marketing	
1. Communications to Community	<ol style="list-style-type: none"> Develop a communications calendar Communicate value to membership with value of benefits Provide membership with info about the Chamber Publish Chamber newsletter Ad local, state and federal elected officials to our email list Provide statistics of positive indicators (housing, businesses, etc.) Increase awareness of Chamber activities to key audiences Promote and educate public about Chamber role in the communities Advertise/Communicate what we're doing with Tourism efforts Develop plan to more effectively market Tourism Distribute electronic "fast facts" or "did you know" to members
B. Market Chamber To Community	<ol style="list-style-type: none"> Form a Marketing Task Force Use the Marketing Task Force, along with TC, to develop a community brand

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	<ol style="list-style-type: none"> 3. Develop ongoing marketing plan to create awareness of Chamber 4. Initiate a promotional timeline for more effective promotions 5. Consider television commercials 6. Develop radio spots 7. Explore promoting Chamber with community pride ads 8. Use business marquees and event boards to promote Chamber events 9. Consider electronic signage with info about Chamber 10. Focus on one classification per month (industry, education, merchants) 11. Use "Sandwich Board" signs to promote events 12. Make presentations to civic clubs about benefits of the Chamber 13. Market community through community events and welcome center 14. Utilize testimonials in promotional materials 15. Increase advertising 16. Promote Chamber through regularly scheduled interviews 17. Distribute tourism brochures to area hotels 18. Provide releases to the media 19. Develop county map to promote Chamber businesses 20. Develop means for merchants to gather visitor information (with TC)
C. Website	<ol style="list-style-type: none"> 1. Improve and enhance website for increased usage and benefit 2. Include a link to community information 3. Evaluate web sponsorship packages 4. Provide quality, up-to-date and relevant info on the site 5. Provide a structure that is easy to navigate and retrieve info 6. Add a "members only" section with documents and on-line dues paying 7. Make the website a resource tool: calendar, links, new resident packet 8. Use website to promote Chamber: benefits, pictures, videos, etc.

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3. Community Development	
A. Business Advocacy And Issues	<ol style="list-style-type: none"> 1. Meet with area Chamber Boards to exchange ideas 2. Develop an "annual issue agenda" with member input 3. Take appropriate stands on issues impacting Chamber members 4. Develop a voter education program to increase voter participation 5. Advocate public policy issues of importance to the business community 6. Provide leadership and support to the funding issues of Delta State 7. Partner with Farm Bureau/pass resolutions to serve agriculture sector 8. Assist communities in Bolivar County with their events 9. Show the importance of Cleveland to the County's survival
B. Government Relations	<ol style="list-style-type: none"> 1. Host reception for current and newly elected officials 2. Support Delta Legislative Day in Jackson 3. Sponsor group trip to Washington DC 4. Host forums for citizens to meet and question elected officials 5. Ensure staff/board member representation on various boards 7. Continue and maintain positive government relations at all levels 8. Visit with key government officials individually 9. Monitor and advocate at all levels of government 10. Put pictures of aldermen/supervisors in newsletters/newspapers 11. Enhance relationships with city and county officials 12. Invite various city/county officials to Chamber Board meetings 13. Host quarterly meeting of Bolivar County mayors
C. Leadership Development	<ol style="list-style-type: none"> 1. Develop corps of leaders through Leadership Bolivar County program 2. Assign LBC members to a Chamber project immediately after graduation 3. Organize a reunion of LBC graduates 4. Use DSU student leaders to seek input/involvement with LBC 5. Provide \$500 scholarship for Leadership MS attendee 6. Develop Young Professionals Network

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E. Position Chamber As a Leader	<ol style="list-style-type: none"> 1. Create information guide for visitors 2. Market Cleveland as a relocation destination for retirees 3. Coordinate a Community Calendar of Events 4. Serve as information center for community 5. Capture contact info from visitors attending events 6. Work with schools and businesses to actively promote education
F. Volunteer Development	<ol style="list-style-type: none"> 1. Identify, recruit, retain, excite, promote and recognize volunteers 2. Increase volunteer base, increase diversity of volunteers 3. Develop/maintain/track volunteers 4. Maintain list of people asking to get involved 5. Develop a Retirement Committee to solicit retiree volunteers
4. Office and Administration	
A. Annual Meeting	<ol style="list-style-type: none"> 1. Recognize excellence in business practices and volunteerism 2. Celebrate the Chamber's accomplishments
B. Appropriate Systems	<ol style="list-style-type: none"> 1. Investigate process for attaining U. S. Chamber Accreditation 2. Hold annual orientation meeting for Board members 3. Require Board members/officers to sign commitment forms 4. Require Board members to serve on at least one committee 5. Develop focused Board Agendas 6. Hold annual planning meeting for Board members 7. Require Officers to sign commitment forms 8. Hold an orientation session for Committee Chairs 9. Create duties/responsibilities for Committee Chairs 10. Implement more structure for committees with timeframes 11. Hold an orientation session for officers 12. Ensure 1/3 of annual expenses are maintained in reserve account 13. Monitor the Chamber's financial accounts 14. Implement Board work sessions with a social afterward for all members

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C. Chamber Office	<ol style="list-style-type: none"> 1. Evaluate location 2. Renovate/upgrade office facilities 3. Determine need/plan for a catering kitchen (for events) 4. Determine need/plan for appropriate meeting space 5. Determine need/plan for smaller meeting rooms 6. 7. Create a more inviting exterior entrance 8. Create a more inviting reception area
D. Professional Staff	<ol style="list-style-type: none"> 1. Develop and implement a training plan for employees 2. Attend/complete the Institute for Organizational Management 3. Attend/complete the International Economic Dev. Council program 4. Evaluate the performance of the Executive Director
E. Provide staffing To Meet Needs	<ol style="list-style-type: none"> 1. Develop a Procedures Manual 2. Provide appropriate compensation and incentives 3. Implement a regular evaluation process

**Short Term Goals
(1 – 2 Years)**

- **Work with Delta State University and Blue Cross/Blue Shield on the Healthy Campus/Community Initiative**
- **Work with Delta State University in preparation for the Teach for America 2010 Summer Institute**
- **Continue with development of the Heritage Park**
- **Develop a Sports Committee and board to recruit sporting events**
- **Provide leadership in seeking continued funding for the Delta Center for Culture and Learning**
- **Develop/distribute a Membership Directory**
- **Develop a plan for making Cleveland a Retirement Community**
- **Begin the process of Accreditation through the U. S. Chamber of Commerce**