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Boyce Brown, *Extraco Banks*
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Mike Cain, *Oncor Electric Delivery*
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George Chase, *Insurors of Texas*
Connie Clark, *Wells Fargo Bank, N.A.*
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Bambi Eskew, *Allen Samuels House of Travel*
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Larry Groth, *City of Waco*
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Michael Habern Jr., *Waco Jewelers*
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Jim Hudson, *July Business Services*
Monte Hulse, *First National Bank of Central Texas*
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Kent Keahey, *Providence Healthcare Network*

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Stewart Kelly, *Kelly, Realtors*
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Rodney Kroll, *Texas First State Bank*
Peter Kultgen, *Bird-Kultgen, Inc.*
David Lacy, *Community Bank & Trust*
Jeff Lee, *Members Choice of Central Texas FCU*
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Carlos Lopez, *Wal-Mart Stores*
Dermot Manton, *Allergan*
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Vicki Mason, *American Guaranty Title*
RoseMary Mayes, *Scott & White Health Plan*
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Don Montgomery, *Luminant*
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Joleen Patterson, *Associated Hygienic Products, LLC*
Dr. Robert Pryor, *Scott & White Healthcare*
Michael Reitmeier, *Jaynes, Reitmeier, Boyd & Therrell, P.C.*
Scott Ridgway, *BBVA Compass*
Glenn A. Robinson, *Hillcrest Baptist Medical Center*
Matt Rohre, *Grande Communications*
Tom Salome, *M. Lipsitz & Co.*
Jim Sartain, *FirstCity Financial Corp.*
Martin Schwartz, *Schwartz Design Center*
Rick Sheldon, *Rick Sheldon Real Estate*
Eric Shero, *Alliance Bank*
Dillon Short, *Bear Creek Construction*
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Judge Ken Starr, *Baylor University*
Shuneda Sterrett, *Image Hospitality*
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Willard Still, *American Bank*
Stanley Strum
Dr. Elton Stuckly, *Texas State Technical College Waco*
Darin Suarez, *Caterpillar Logistics Services*
Troy Totten, *Mars Chocolate North America*
Carol Treese, *American Classifieds*
Rick Tullis, *Capstone Mechanical*
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David Underwood, *Ben E. Keith Beverages*
Jed Walker, *Walker Partners*
R.E. Wallace, *The Wallace Group*
Mickey Williams, *Oak Farms Dairy*
Kenneth Young, *TYMCO Inc.*

Board of Directors

Directors, Elected 2010-2012
Wes Allison, *Extraco Events Center*
Wesley Carter, *Cargill Value Added Meats*
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Jay Hamme, *Coca-Cola North America*
Jennifer Manning, *Pattillo, Brown & Hill, L.L.P.*
Valerie Robinson, *Waco Tribune-Herald*
Brad Toben, *Baylor University Law School*
Rick Tullis, *Capstone Mechanical*
Greg Vanek, *National Lloyds Insurance Company*
Jennifer Vera, *Action Rental Center*
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Donnis Baggett, *Waco Tribune-Herald*
Dhn Nancy Grayson, *QTI-Powers*
Freddy Duron Jr., *Freddy's Auto Glass & Mirror*
Ernesto Fraga, *Tiempo*
Gordon Harriman, *Crawford-Austin Properties*
Debbie Keel, *AT&T*
Mike Simon, *Higginbotham & Associates*
Ted Teague, *Allen Samuels Dodge Chrysler Jeep Ram*
Mark Zorn, *Jim Morrison Financial Services*

Greater Waco Chamber of Commerce Staff

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Directors, Elected 2012-2014
Elizabeth Davis, *Baylor University*
Lauren Dreyer, *SpaceX*
James Lafayette, *Tricon Legacy Hospitality Group LLC*
Neil Ling, *GENCO Federal Credit Union*
Carlos Lopez, *Wal-Mart Stores*
Parker Pieri, *The Dwyer Group*
James Recks, *JHawk Funding Corp.*
Mark Reynolds, *Extraco Banks*
John Vizner, *Caterpillar Work Tools*
Gary Vogel, *Vogel Financial Group*
Directors, Appointed 2012
Ashley Allison, *Waco Foundation*
Herb Cross, *CWA Construction, Inc.*
Dr. Nancy Grayson, *Rapoport Academy Public School, Retired*
Priscilla Gutierrez, *Bank of America*
Brad Harrell, *CCIM, KW Commercial*
David Hicks, *American Bank*
James Nelson, *Community Bank & Trust*
Glenn A. Robinson, *Hillcrest Baptist Medical Center*
Loren Schwartz, *Merrill Lynch Pierce Fenner & Smith*
Troy Totten, *Mars Chocolate North America*

We've Got

MOMENTUM

The Greater Waco Chamber of Commerce is in the implementation phase of its second five-year Strategic Economic and Community Development Plan. This challenging and comprehensive plan is a guiding force in all that we do as we aim to accomplish five major goals. The objectives and action steps included in the plan can only be accomplished with the involvement of many other entities—public and private—our members and our staff.

The Chamber invites organizations and individuals to adopt all or part of this plan as their own. Working together, Greater Waco can become as great as we want to be. For more information visit WacoChamber.com/StrategicPlan.php.

GOAL 1 Grow Greater Waco...

...by attracting the businesses and jobs of the future and helping existing businesses to expand.

GOAL 2 Develop Our Workforce...

...with improved public schools, targeted training and a growing range of higher education degrees.

GOAL 3 Reinforce Positive Perceptions...

...to better reflect the changes that are occurring in Greater Waco that make this a desirable and competitive place to live.

GOAL 4 Improve Strategic Community Areas...

...including our riverfront, Greater Downtown and other commercial and residential neighborhoods ripe for development and new investment.

GOAL 5 Support a Culture of Implementation...

...so that these and other plans are implemented for the betterment of our community.

Executive Committee

CHAIR

Stewart Kelly, Kelly, Realtors

CHAIR-ELECT

Ed Page, H-E-B

VICE CHAIR/TREASURER

Scott Felton, Averitt Consulting,
Wells Fargo Bank, N.A., Retired

VICE CHAIR

Michael Reitmeier, Jaynes, Reitmeier,
Boyd & Therrell, P.C.

PAST CHAIR

Don Moes, Stableride

PRESIDENT / CEO

James G. Vaughan Jr., Greater Waco Chamber



STEWART KELLY



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2012 PROGRAM of ACTION

ONE CHAMBER. ONE MISSION. ONE PLAN.



WacoChamber.com • (254) 757-5600

ONE CHAMBER. ONE MISSION. ONE PLAN.

MISSION:

To envision, prepare and market Greater Waco for the businesses and jobs of the future and an outstanding quality of life.

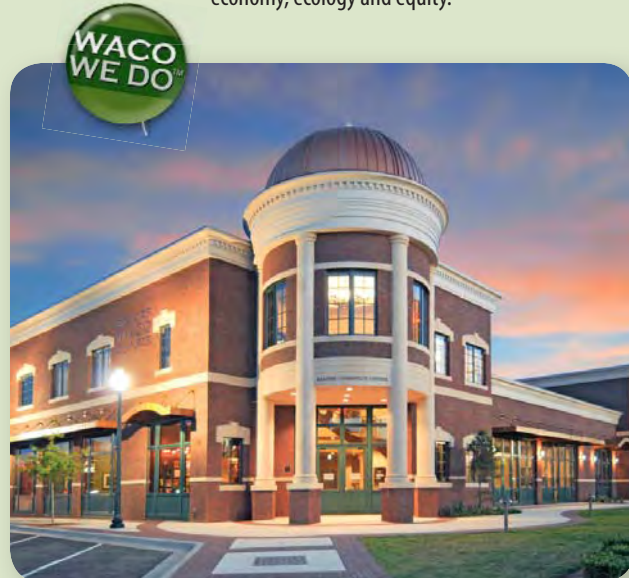
We will be the most **LIVABLE AND ECONOMICALLY VIBRANT** mid-market region in Texas.

We will **EDUCATE, ATTRACT AND RETAIN THE WORKFORCE** businesses and institutions need to succeed.

We will develop creative and results-oriented **PUBLIC-PRIVATE PARTNERSHIPS** to be competitive.

We will **MARKET GREATER WACO** to attract talent, growing companies and investment.

We will be a **MODEL FOR SUSTAINABILITY**—economy, ecology and equity.



101 S. Third St. • Waco, TX 76701

Goals for GREATER WACO

- **GROW WACO**
- **DEVELOP THE WORKFORCE**
- **CHANGE PERCEPTIONS**
- **REVITALIZE STRATEGIC COMMUNITY AREAS**
- **BUILD A CULTURE OF IMPLEMENTATION**

Focus Areas of NEXT LEVEL STRATEGY

DEVELOP GREATER DOWNTOWN AND THE BRAZOS RIVERFRONT

Be a champion for implementing Greater Downtown Plan

Find businesses and investors for 5+ new projects

Advocate for 21st Century transit and high-speed rail

Advance parks, urban strategies and green initiatives

Develop cultural arts center and incubator

POSITION AND MARKET OUR REGION TO COMPETE FOR DEVELOPMENT, JOBS AND INVESTMENT

Focus on target clusters and high wage jobs

Participate in development of research park and mega-site

Build demand for development of Class A buildings

Increase incentives and capital available for projects

Use technology to market to our primary audiences

BECOME A MAGNET FOR TALENT

Promote Greater Waco for young professionals and young families

Provide access to entrepreneurial infrastructure

Utilize alumni networks to attract and retain graduates

Engage Young Professionals Network to affect positive change

Advocate for graduation, college and training

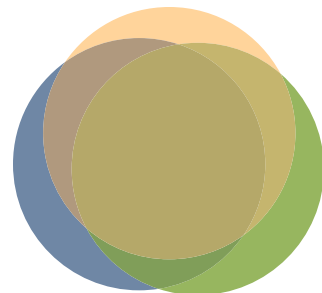
DIVISIONS OF THE CHAMBER

Economic Development ... Attracting the businesses and jobs of the future

Community Development ... Making Greater Waco a magnet for talent

Organization Development ... Creating value and engaging our members

The three priority areas of the Greater Waco Chamber are interrelated. Implementation of the Plan in 2012 will require the collaborative work of the entire staff.



ORGANIZATION DEVELOPMENT

Creating value for our members

Responsible for—

- Membership recruitment and retention
- Chamber brand and communications
- Sports, signature and member events
- Finance and building operations
- Resource development
- Member engagement

Action Items—

1. Present the First National Bank of Central Texas Sports Luncheon series;
2. Produce Starburst Junior Golf Tournament and TriWaco triathlon;
3. Sponsor the Allen Samuels Chamber Golf Classic;
4. Promote Waco as sports center by coordinating the Fuddruckers All Star Baseball tournament and U.I.L. Playoffs;
5. Stage the Equipment Depot MidTex Farm and Ranch Show;
6. Market the Chamber as region's leading economic and community development organization; ¹
7. Use websites and eNewsletter to inform members and promote attendance at events; ²
8. Publish Newcomer Guide and Directory;
9. Transform quarterly magazine into economic development and talent recruitment marketing tool;
10. Host Business After Hours, Schmoozapalooza Business Expo and networking events;
11. Celebrate at Annual and Awards banquets and Mid-year Membership Luncheon;
12. Recruit and retain members, growing membership by 4% annually;
13. Utilize Ambassadors and discount program to support member and local firms;
14. Raise program funding through Total Resource and Momentum campaigns and provide recognition for our investors;
15. Engage members in the work of the Chamber including all Directors and Advisors; and
16. Develop quantifiable measures of success and monthly reports to Board of Directors.

Staff—

Linda Beasley, Executive Vice President

Amber Greenwood, Vice President, Resource Development

Lesly Rascoe, Vice President, Communications

Blake Harris, Vice President, Sports and Special Events

Ashley Futris, Coordinator, Sports and Special Events

Jean Lathern, Office Manager

Emily Knighton, Art Director

Christie Harper, Account Executive/ Membership Sales

Christy Sanders, Coordinator

Kat Nelson, Public Relations Specialist

Debbie Sherman, Office Assistant

¹ Provide public relations, marketing and communications support for Chamber departments
² Current websites created and maintained by Chamber staff are WacoAviation.com, WacoChamber.com, WacoWeDoSports.com, WacoWeDoArts.com, GreaterDowntownWaco.com, WacoProspector.com

COMMUNITY DEVELOPMENT

Making Greater Waco a magnet for talent

Responsible for—

- Talent and workforce development
- Public policy, transportation and infrastructure
- Community development
- Leadership Waco
- Young professionals
- Strategic partnerships

Action Items—

1. Collaborate with employers, colleges and job training entities to identify and address current and future requirements for talent;
2. Prepare and engage a new generation of leaders thru Leadership Waco, Young Professionals and Collegiate Forum; ⁶
3. Retain more college graduates in the Greater Waco workforce; ⁷
4. Influence public policy and legislation; ⁸
5. Raise community expectations through Leadership InterCity Visits and Great Cities programs and as an advocate for urban design and sustainability;
6. Develop a second neighborhood plan in Greater Downtown; ⁹
7. Support the arts and build case for performing arts center and arts incubator;
8. Partner with Education Alliance and others to increase graduation rates in public schools; ¹⁰
9. Advocate for continued growth of the University Center toward 6,000 students;
10. Form or join strategic alliances to address important community issues; ¹¹ and

ECONOMIC DEVELOPMENT

Attracting the businesses and jobs of the future

Responsible for—

- Business recruitment
- Business retention and expansion
- High impact entrepreneurship and innovation
- Major marketing initiative
- Product development
- Urban and riverfront development

Action Items—

1. Attract 5 new companies and 5 expansions, announcing 600 jobs, \$100MM capital investment and 500,000 square feet of real estate activity;
2. Generate relationships with target industries and consultants through 50 outbound marketing events;
3. Identify and respond to opportunities to attract high-wage employers by generating 135 leads, developing 105 proposals and 55 inbound site visits to Greater Waco;
4. Market to Target Industries identified in Strategic Plan and engage local Target Industries through alliances in aviation, advanced manufacturing, healthcare and supply chain; ³
5. Act on opportunities and address challenges identified thru 100+ annual Business Retention and Expansion visits and 6 corporate headquarter visits;
6. Recruit mixed-use, cultural and business developments to Greater Downtown;
7. Work with partners to break ground on first riverfront mixed-use project and river amenities;
8. Grow our urban development network and advance enthusiasm for Greater Downtown Waco;
9. Facilitate the Waco-McLennan County Economic Development Corporation and Foreign Trade Zone;
10. Manage, market and develop strategic assets through Waco Industrial Foundation;
11. Secure and certify a 1,500-acre ready-for-development regional mega site for a major industrial user;
12. Craft target industry and regional brand marketing message to promote through Chamber publications, Waco events, internal stakeholders and public relations campaign; ⁴
13. Work with Baylor, BRIC and entrepreneurs to grow globally-impactful, knowledge-based products and companies;
14. Maintain a comprehensive market research program for Greater Waco region; ⁵
15. Build regional brand for Greater Waco through collaboration in Area Economic Development Council and create Central Texas regional collaboration; and
16. Develop quantifiable measures of success and monthly reports to Board of Directors.

Staff—

Sarah Roberts, Senior Vice President

Kris Collins, Director, Business Retention and Expansion

Chris McGowan, Director, Urban Development

Seth Morris, Project Manager

Whitney Richter, Marketing and Research Manager

Debbie McCutchen, Coordinator

³ Target sectors identified in the Next Level Strategy are Advanced Manufacturing, Aerospace and Defense, Supply Chain Management, Health Care, and Professional and Financial Services
⁴ Includes Economic Development eNewsletter to prospects and investors and for publications including HourEconomy
⁵ Utilize technology including WacoProspector.com and for custom reports

11. Develop quantifiable measures of success and monthly reports to Board of Directors.

Staff—

Ken Hampton, Senior Vice President

Alexis Weaver, Director, Community Development

Virginia Ferguson, Director of Programs, Community Development

⁶ Ensure that leadership programs alignment with Chamber's vision and strategic goals; Organize annual YP summit
⁷ Market internship programs with local businesses; co-sponsor events such as Work in Waco Job Fair; create web-based tools to assist employers with recruiting and retention
⁸ Priorities in 2012 are education, transportation and infrastructure; continue to be a visible advocate for high speed rail and public transportation; host or obtain quarterly information sessions from TxDOT during I-35 construction
⁹ Similar to Near Northside Plan which was a collaboration with Mission Waco, Waco Community Development Corp., City of Waco and others
¹⁰ Encourage area businesses to be engaged in workforce readiness initiatives and serve as adopt-a-school partners; generate additional funding to enable LEAD program to significantly increase the number of students to be mentored and/or find a way to encourage members to volunteer through other mentor programs
¹¹ E.g. Hunger, poverty, health care

CONNECTIONS

Annual Events

1. Annual Banquet (February)
2. Business Awards Event (May)
3. Economic Forecast Luncheon (Oct/Nov)
4. First Pitch Luncheon (March)
5. Freedom Ball (November)
6. Kickoff Luncheon (August)
7. Media Luncheon (September)
8. Mid-Tex Farm and Ranch Show (January)
9. Mid-year Membership Luncheon (May)
10. Schmoozapalooza After Hours and Business Expo (July)
11. Tipoff Luncheon (October)
12. TriWaco Triathlon (July)

Other Events

1. 1000 Friends of Waco (monthly)
2. Area Economic Development Council (monthly)
3. Area Industry Managers (quarterly)
4. Business After Hours (monthly)
5. Greater Waco Arts Alliance (monthly)
6. Greater Waco Aviation Alliance (quarterly)
7. Health Care Alliance (quarterly)
8. Hour Economy Luncheon (quarterly)
9. Member Networking Luncheon (monthly)
10. New Member Luncheon (monthly)
11. Sunrise Business Briefing (monthly)
12. Young Professionals Networking (monthly)
3. Big Brothers Big Sisters Board (Virginia Ferguson)
4. Communities in Schools Board/ Treasurer (Linda Beasley)
5. Community Visioning Steering Committee (Jim Vaughan and Ken Hampton)
6. Education Alliance (Jim Vaughan and Ken Hampton)
7. Education Alliance Summit Task Force (Virginia Ferguson)
8. Food Planning Task Force of McLennan County/Co-Organizer (Alexis Weaver)
9. Greater Waco Arts Alliance (Chris McGowan)
10. Heart of Texas Council of Governments Air Quality Advisory Committee (Kris Collins)
11. Heart of Texas Homeless Coalition Board (Chris McGowan and Alexis Weaver)
12. Heart of Texas P-20 Council (Alexis Weaver)
13. Heart of Texas Urban Gardening Coalition Board (Chris McGowan)
14. Lake Brazos Rotary Club Board/Sgt. at Arms/Membership Chair (Chris McGowan)
15. Leadership Forum (Jim Vaughan)
16. Leadership Plenty Institute Advisory Board (Linda Beasley)
17. McLennan County Hunger Coalition (Alexis Weaver)

Publications

1. Annual Report
2. Chamber eNewsletter (weekly)
3. Economic Development eNewsletter (quarterly)
4. Greater Waco Regional Map (biannual)
5. Hour Economy (quarterly)
6. Program of Action (annual)
7. Relocation Guide & Membership Directory (annual)
8. Waco Chamber & Business Quarterly magazine
19. Poverty Solutions Environmental Task Force (Chris McGowan)
20. Poverty Solutions Steering Commission and Economics Task Group (Alexis Weaver)
21. Providence Healthcare Network Advisory Board (Ken Hampton)
22. Public Improvement District Advisory Board and Committees (Chris McGowan)
23. Quinn Campus (Ken Hampton)
24. Teen Leadership Advisory Board (Linda Beasley)
25. Texas Economic Development Council Workforce Development Board (Kris Collins)
26. Waco Business League (Jim Vaughan)
27. Waco Cultural Artsfest (Ken Hampton)
28. Waco Downtown Farmers Market Alliance (Chris McGowan)
29. Waco Housing Search Advisory Board (Alexis Weaver)
30. WISD Education Foundation Grants Committee and Cook-off Committee (Virginia Ferguson)
31. WISD Partners in Education/Adopt-a-School (Jim Vaughan and Ken Hampton)
32. YMCA of Central Texas (Ken Hampton)

Websites

1. GreaterDowntownWaco.com
2. StarburstGolf.com
3. TriWaco.org
4. WacoAviation.com
5. WacoChamber.com
6. WacoWeDoArts.com
7. WacoWeDoSports.com
8. WacoYP.org

Community Partnerships

Staff Represents Chamber on Boards and Committees

1. A.J. Moore Advisory Board (Ken Hampton)
2. ALCOA Community Advisory Board (Chris McGowan)

¹² One monthly event in 2012 will replace Small Business Breakfast, Technology Briefing and Learning Green Luncheon