2021
Business Plan
PROGRAM OF WORK

MID-YEAR REPORT

ROGERS-LOWELL AREA
Chamber of Commerce

Rogers-Lowell Area Chamber of Commerce

Vision Statement

The center of world-class business, welcoming communities, and opportunities for all.

Rogers-Lowell Area Chamber of Commerce

Mission Statement

We are influencers, catalysts and conveners; the trusted source for growing business, activating leaders and building community.

Rogers-Lowell Area Chamber of Commerce

Core Values

Passion

We are proud to work here; we are committed to creating an optimistic and balanced culture through passion, enthusiasm and dedication.

Integrity

We are the trusted and dependable source. We are honest and accountable in all endeavors and do the right thing because we are guided by a set of moral principles.

Service

We exceed expectations by providing knowledgeable, thoughtful solutions, and leading by example.

Community

We better our community through servant leadership, encouraging compassionate relationships, and collectively working toward a common goal.

Togetherness

We believe that through diversity, collaboration, and teamwork we create an inspired, open, and welcoming environment that leads to the greater good.

Program of Work |
Strategic Goals 2021

BUDGET & FINANCIAL PERFORMANCE

Balance Budget and Grow Reserves
Develop Sustainable Funding Model
Cultivate Investors for Increased Funding

COMMUNITY LEADERSHIP COALITION

Integrate Citywide Communications
Improve Collaboration and Cooperation

VISION 100

Integrate in Strategic Planning
Implement Community Outreach to Champion the Plan
Develop Resource Campaign

Vision 100 ROGERS & LOWELL, ARKANSAS

MEMBER RETENTION & OUTREACH

Deliver "Over the Top" Customer Service
Optimize Retention Efforts
Maximize Member Contact and Feedback

DOWNTOWN ROGERS, INC.

Activate Programming for Downtown Attractions & Amenities
Deliver Successful DTR Farmers Market
Create Long-Term Funding Strategy

DESTINATION ROGERS

Develop Long-Term Shared Destination Vision
Promote Rogers' Role as an Arts & Entertainment Destination
Activate Quality Experiences
Promote Tourism to Rogers

ROGERS ARKANSAS WHERE POSSIBLE LIVES

ECONOMIC DEVELOPMENT

Prepare Downtown for Sustainable Growth
Attract New Business Investment
Attract New Housing Investment
Create Jobs and Business Expansion

WORKFORCE DEVELOPMENT & TALENT PIPELINE

Develop Talent Pipelines for Workforce Needs
Connect Education with Industry
Support Partner Programs and Initiatives

LEADERSHIP ACTIVATION

Increase Leadership Development Engagement
Activate NextGen Leaders with Programming
Increase Outreach to Minority Community

DIVERSITY, EQUITY & INCLUSION

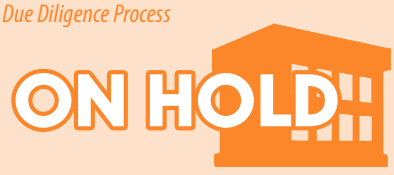
Champion New Initiatives and Best Practices
Convene the Minority Community
Deliver Unique Programming to the Business Community

PRO-BUSINESS ADVOCACY & GOVERNMENT AFFAIRS

Define Legislative Priorities for Economic Growth
Advocate for Business-Driven Policy
Engage Community in Political Process
Drive Change and Initiatives for New Political Paradigm

BUILDING EXPANSION AND REMODEL

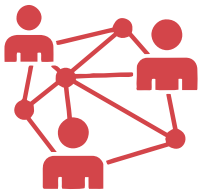
Start Due Diligence Process



ADOPTION OF WEBSITE AND ENTERPRISE DATABASE PLATFORMS

Resolve Outstanding Deployment Issues
Provide Staff Training
Become Data-Driven: Optimize Database & Reporting

LOWELL COMMUNITY STRATEGY



Develop Relationships with Community Leaders
Increase Outreach to Lowell Businesses
Support City with Contracted Services

100th ANNIVERSARY

Explore Opportunities for Creating Unique Branding
Develop Celebration Activities
Create Launch Plan with Timing

Rogers-Lowell Area Chamber of Commerce

5 Key Focus Areas

Advocacy & Government Affairs

- Serves as the regional link between business and government by defining legislative priorities that help our local economy grow.
- Ensures the voice of business is heard and represented on local, state and national legislative policy issues.
- Advocates for business-driven policy that impacts businesses of all sizes (taxation, regulation, infrastructure, etc.).
- Engages the community in the political process including registering to vote, contacting legislators, hosting educational forums and organizing Calls to Action.
- Influences long-term prosperity and quality of life for our region.

Community Development

- Activates the next generation leaders with programs to prepare them for the challenges and opportunities facing our region.
- Delivers unique programming that builds a vibrant, cohesive community, that embraces togetherness and welcomes all.
- Champions *Diversity, Equity & Inclusion (DEI)* initiativesthat are sources of competitive advantage for business and our region.
- Engages local education and healthcare leaders to address issues affecting our quality of life.
- Convenes the minority community to listen, help bridge gaps and create a place where everybody feels safe and valued.

Small Business & Entrepreneurial Development

- Provides essential resources and just in time education to help start, run and grow small business.
- Opens the door to new connections for small business to succeed.
- Engages the Small Business Council that serves as the voice of small business to guide support and programming.
- Partners with organizations that are invaluable resources for small business and entrepreneurial startups.
- Advocates for small business and offers opportunitiesto influence civic, social and economic initiatives supporting growth.
- Offers a variety of affordable advertising and sponsorship opportunities to increase visibility and awareness.

Economic Development

- Creates a pro-business, pro-growth economic environment to attract new business and help businesses of all sizes to prosper.
- Works with industries both large and small to create jobs and increase business expansion.
- Provides development resources and assistance with statetax incentives, site selection, economic data and marketing research insights.
- Develops talent pipelines by assessing skills gaps and filling them by connecting educators with industries to ensure skills taught align with the current and future workforce needs of our community.
- Drives increased sales tax collections that fund quality of place amenities that influence retention of employers and their employees in the region.
- Provides resources and support for implementing the *Downtown Rogers Initiative Plan* designed to prepare downtown for sustainable growth.

Destination Marketing & Management

- Markets our vibrant area to leisure, meetings, sports and relocation markets generating tourism revenue that funds investment in building the destination's strength and quality of place.
- Activates quality experiences for both visitors and residents.
- Champions destination stewardship by balancing responsible economic development, sustainable tourism and quality of life.
- Aligns the community by building public support around a shared destination vision and keeps the community and marketplace engagement fresh and relevant.
- Defines and promotes Rogers as an arts and entertainment destination in the region.

CHAMBER STAFF

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Accounting & Finance | Community Development | Customer Service | Downtown Development | Downtown Rogers Inc.
Economic Development | Government Affairs | Marketing Communications | Member Services | Visit Rogers Arkansas

BOARD OF DIRECTORS

Executive Committee

Chairman of the Board | Angie Tucker-Ridley, *Tucker's Furniture & Appliances*
Chairman-Elect | Erin Kiefer, *Assembled Products*
Treasurer | Mike Power, *First Security Bank*
Past Chairman | Greg Fogle, *Nabholz Construction*
President/CEO | Raymond Burns
RIDC President | Jerry Vest, *Regions Bank*

2020 Directors

Leah Acoach, *FHB Ventures*
Danny Beck, *Arkansas Blue Cross Blue Shield*
Joe Donaldson, *Sam's Furniture*
Brad Hicks, *J.B. Hunt Transport Inc.*
Stennett Thompkins, *AAA Insurance*
David Vaden, *Ernst & Young LLP*

2021 Directors

Tom Allen, *Cushman & Wakefield | Sage Partners*
Ron Branscum, *Strategic Business Consulting, Inc.*
David Kimball, *Benchmark Group*
Jerra Nalley
Tanya Smith, *Turpentine Creek Wildlife Refuge*
Melissa Turpin, *Honeycomb Kitchen Shop*

2022 Directors

Kristen Boozman, *Portfolio Sotheby's International Realty*
Dean Fisher, *Glad Manufacturing, Inc.*
Angela Grayson, *Precipice IP*
Denten Park, *Northwest Health*
Mathew Mozzoni, *Cox Business*
Knight Weis, *Signature Bank of Arkansas*

Ex-Officio Directors

Daizy Andrade, *University of Arkansas*
Dr. Marlin Berry, *Rogers Public Schools*
Jerry Carmichael, *3C Retail Solutions*
Ever Cuellar, *First Security Bank*
Larry Cooper, *Embassy Suites NW Arkansas*
Mike Dodge, *Carroll Electric Coop. Corp.*
Sandy Edwards, *Crystal Bridges Museum*
David Faulkner, *Pinnacle Hills Promenade*
Cathy Foraker, *AT&T*
David Foster, *APAC-Central, Inc.*
Bradley Hardin, *AEP/SWEPCO*
Ron Hayes, *First United Methodist Church*
Dan Hendrix, *Arkansas World Trade Center*
Greg Hines, *Mayor, City of Rogers*
Tron Hodges, *Black Hills Energy*
Tom Hopper, *TallChamps, LLC*
Corry Hull, *BHC Insurance*
Dr. Evelyn Jorgenson, *Northwest Arkansas Community College*
Peter Lane, *Walton Arts Center*
Chris Moore, *Mayor, City of Lowell*
Barry Moehring, *Benton County Judge*
Bianca Montoya, *Bike NWA*
John-Michael Scurio, *George's*
Eric Pianalto, *Mercy of Northwest Arkansas*
Gregg Stanfill, *Arvest Bank*
Chris Sultemeier, *Retired Walmart*
Dick Trammel, *Chairman Emeritus*
Josh Vasquez, *United Bank*
Jeff Wood, *Tyson Foods*

Division Chairs

Community Development - Leah Acoach
Membership Services - Tanya Smith
Economic Development - Tom Allen
Government Affairs - Jerry Carmichael
Convention & Visitors Bureau - Larry Cooper

Audit Committee

David Vaden
Ron Branscum
Knight Weis


S M A R T Y
SPECIFIC
MEASURABLE
ACHIEVABLE
RELEVANT
TIME-BASED
WHY

MISSION SUPPORT *Divisions*

Marketing Communications
ROGERS-LOWELL AREA Chamber of Commerce

Goal #1: Unify Strategic Communications and Messaging into "One Voice" to the Community

2021 STRATEGIC GOAL ALIGNMENT: COMMUNITY LEADERSHIP COALITION TO IMPROVE COMMUNICATION AND COOPERATION CITYWIDE. IMPLEMENT VISION 100 INTO STRATEGIC PLAN. CULTIVATE INVESTORS FOR VISION 100 RESOURCES CAMPAIGN.

SMARTY Objective:

1. Position Chamber as the "Trusted Source" with "One Voice" for communications by achieving increased Media Coverage in 2021 (Sent 25 press releases and tracked 30 placements in 2020).

OUTCOMES (THROUGH JUNE)

- Created strategic messaging for the Mission-5 (five key focus areas of the Chamber's mission-work) and integrated it into the new Vision 100 Resources Campaign collateral communicating to investors what we do, why we do it, and what we have accomplished over the past five years for a return on investment.
- Established an informal "Marketing Communications Council" to meet quarterly that includes marketing, communications and public relations representatives from the Chamber, Visit Rogers and City of Rogers. This helps align communications and improve collaboration for "One Voice" to the community.
- Distributed 12 press releases and followed up with pitches resulting in Media Coverage (broadcast, print and online) for Economic Development Highlights, Annual Celebration of Business & Community, NWA Employment Showcase, opening of DTR Market, and Art on the Bricks Art Walk.

Goal #2: Monetize Chamber's Digital Advertising Assets to Generate Incremental Revenue

2021 STRATEGIC GOAL ALIGNMENT: BUDGET & FINANCIAL PERFORMANCE.

SMARTY Objectives:

1. Sell affordable Suite of Advertising and Sponsorship Solutions to target audiences (customers and members) to achieve revenue goal of $78,000 in 2021.

OUTCOMES (THROUGH JUNE)

- Total revenue to-date is $70,832.50, 90 percent to budget at mid-year.

Goal #3: Advertise and Promote Chamber's Mission Work, Results/ Accomplishments, Strategic Programs, and Signature Events (Trade and Cash)

2021 STRATEGIC GOAL ALIGNMENT: BUDGET & FINANCIAL PERFORMANCE.

SMARTY Objective:

1. Negotiate $150,000+ in Trade Media via Media Partnerships to support Strategic Programs and Signature Events in 2021 (Utilized $140,000 in Trade in 2020).

OUTCOMES (THROUGH JUNE):

- Executed Trade Media event advertising campaigns for NWA Employment Showcase, DTR Market, Tee Off at TopGolf, Emerging Leaders, Rogers Cycling Fest, and Spanish Seminar Series utilizing a total of $70,000 in Trade with Media Partnerships. Total Trade negotiated for the year to-date is $173,565, already exceeding the annual goal to-date.

Goal #4: Grow Social Media and Interactions with Target Audiences (Customers, Members, Investors and Community)

2021 STRATEGIC GOAL ALIGNMENT: BUDGET & FINANCIAL PERFORMANCE (CULTIVATING INVESTORS FOR INCREASED FUNDING), AND MEMBER RETENTION (DELIVERING VALUE WITH OUR SOCIAL MEDIA AUDIENCE).

SMARTY Objective:

1. Increase social media audience by 10 percent in 2021 to 23,900 (21,770 in 2020); increase by 10 percent in 2021 to 2,442,880 impressions (2,220,800 in 2020) and like/share/click engagement by 15 percent in 2021 to 72,565 (63,100 in 2020).

OUTCOMES (THROUGH MAY):

- Total social media audience to-date is 21,644 (Twitter losses are affecting the total), social media impressions generated to-date are 1,426,890, and social media engagements to-date are 54,688.
- Successful social media campaigns this year include partnering with Northwest Arkansas Emerging Leaders to promote local African American businesspeople as part of Black History Month, celebrating local educators during Teacher Appreciation Week, celebrating Small Business Week by recognizing local business successes, celebrating Economic Development Week, Chamber of Commerce Week and National Travel & Tourism Week.
- Achieved 5,027 combined YouTube and Facebook views for the 99th Annual Celebration of Business & Community online show in April.
- Achieved 14,622 Facebook Live views for member Ribbon Cuttings to-date.

Goal #5: Position Chamber as the "Voice of Business" and "Trusted Source" by Informing Target Audiences with timely and relevant and essential News, Information and Resources

2021 STRATEGIC GOAL ALIGNMENT: BUDGET & FINANCIAL PERFORMANCE (CULTIVATING INVESTORS FOR INCREASED FUNDING), AND MEMBER RETENTION (DELIVERING VALUE WITH OUR SOCIAL MEDIA AUDIENCE).

SMARTY Objectives:

1. Plan and execute 100 percent on-time delivery of 2021 Production Schedule.

OUTCOMES (THROUGH JUNE):

- Produced and delivered on-time digital publications including the *Annual Report*, *The Good Life Destination Guide*, and *monthly Chamber Voice of Business Newsletters*.
- Produced and delivered two eNews per week – Monday Memo and Calendar at a Glance with an average open rate between 23-25 percent.
- The monthly email to members announcing the new edition of the Newsletter is averaging an open rate of 20 percent.
- Published 129 Member News articles and 38 Chamber News articles on RogersLowell.com.
- Added new channel to YouTube featuring Mission-Work videos in June.
- Launched the weekly Mission Minute video that highlights the Chamber's programs and work; produced 16 editions that achieved 1,340 views.

2. Audit website to identify opportunities to evolve website copy and content to effectively communicate the Chamber's Mission-Work (Five Key Focus Areas).

OUTCOMES (THROUGH JUNE)

- Curated new content and links to helpful resources for the online Small Business Toolkit to assist members as part of the Chamber's Small Business & Entrepreneurial Development Mission-Work.
- Conducted website audit with stakeholders in May identifying opportunities for new content and updates. Action plan is in progress.
- Continued offering the COVID-19 web resources page to deliver essential information and resources during the recovery. Since its inception last year, the page has had 4,150 page views, 3,599 unique visits, and average time spent on the page is 3:38 hours/minutes. To-date numbers have dropped off as demand for this information has decreased, e.g., 379 page views and 332 unique visits.

3. Integrate Mission-Work messaging into press releases and media outreach to support each Division's goals as opportunities are identified.

OUTCOMES (THROUGH JUNE)

- Distributed 12 press releases and followed up with media pitches resulting in Media Coverage (broadcast, print and online) for Economic Development Highlights, Annual Celebration of Business & Community, NWA Employment Showcase, grand opening of DTR Market, and Art on the Bricks Art Walk.

Goal #6: Promote RogersLowell.com to Increase Traffic and Convert Visitors to New Members via the Online Application Form

2020 STRATEGIC GOAL ALIGNMENT: BUDGET AND FINANCIAL PERFORMANCE.

SMARTY Objectives:

1. Increase website's annual Total Visitors from 80,658 in 2020 to 88,750 (+10%), Unique Visitors from 53,298 in 2020 to 58,630 (+10%), and Pageviews from 198,865 in 2020 to 218,750 (+10%).

2. Convert website traffic to membership sales by generating membership sales from 25 memberships sold in 2020 to 30 ($7,325 sales in 2020 to $8,800 in 2021).

OUTCOMES (THROUGH MAY)

- Total Visitors to the website to-date is 25,354; Total Unique Visitors is 17,980; and Total Page Views 64,532.
- Website traffic has converted to 30 memberships sold through June.

3. Finalize deployment of Accrisoft Freedom platform for Marketing Communications to migrate from Constant Contact and save $30 per month fees.

OUTCOMES (THROUGH MAY)

- Developed new email templates for Monday Memo and Calendar at a Glance and transitioned from Constant Contact to Accrisoft Freedom platform.
- Segmented email lists and set up opt-ins on website to target specific audiences with messaging for events, Mission-Work and Chamber news.

Goal #7: Deliver in-house agency Design Expertise and Creative Production Services to support success of each Chamber's division and save money for the Chamber

2021 STRATEGIC GOAL ALIGNMENT: BUDGET & FINANCIAL PERFORMANCE.

MISSION SUPPORT TEAM SERVICE.

100TH ANNIVERSARY (EXPLORE OPPORTUNITIES FOR CREATING A UNIQUE BRAND)

SMARTY Objective:

1. Deliver Creative Services 100% on time, on budget and on strategy (in 2020 produced 612 hours of Art and Design Time worth $137,700 of In-House Agency Relative Production Value and 210 hours of Video Production Time worth $42,000 of Relative Production Value).

OUTCOMES (THROUGH JUNE)

- Produced all creative design and video projects in-house for cost savings.
- To-date, the division has produced 224 hours of Art and Design Time worth $50,400 (RPV) and 146 hours of Video Production Time worth $29,200 (RPV).
- Updated Brand Book and digital assets for new programs and events.
- Audited Sales Collateral with Member Services and updated with new content.

Stretch Goal #8: Develop a new In-Bound Marketing Program for Lead Generation

2020 STRATEGIC GOAL ALIGNMENT: BUDGET & FINANCIAL PERFORMANCE.

SMARTY Objective:

1. Develop capabilities to capture leads and integrate into lead nurturing/sales pipeline "lifecycle stages" process and integrate into Accrisoft database in 2021.

OUTCOMES (THROUGH MAY)

- Concept document initiated but project was placed on hold in June due to other priorities.

Accounting & Finance
ROGERS-LOWELL AREA Chamber of Commerce

Goal #1: Provide Quality Financial Data; Understandable, Reliable, Relevant Financial Analysis and Reporting

2021 STRATEGIC INITIATIVE ALIGNMENT: BUDGET & FINANCIAL PERFORMANCE

SMARTY Objective:

Provide data and analytics that allow stakeholders to confidently make informed choices; decisions that impact quality of life for our community and region.

OUTCOMES:

- Achieve clean audits ("unqualified opinion").
  - Rogers-Lowell Area Chamber 2020 Audit:
    - The auditor's report reflects a "clean, unqualified opinion of the financial statements. The data is fairly presented in all material respects." John Evan, Landmark PLC.
  - Advertising and Promotion Commission 2020 Audit:
    - Audit work in progress.
- Partner with auditors for smooth efficient preparation of tax returns.
  - RLACC – Data submitted, in review
  - RLEDC – Data submitted, in review
  - DTR – Data submitted, in review
  - RIDC#2 – Data submitted, in review
  - CPI - Filed
  - RDF – Scheduled for November
- File Annual State Franchise Tax
  - CPI – Filed
- File CR-03, Annual State Charitable Registration Report
  - RDF, DTR (Due 07/15)
- File CR-05 Annual Report for Domestic Nonprofits
  - RLACC, RLEDC, RIDC#2, RDF, DTR (Due 07/15)
- Provide monthly report packages (1) Chamber, (2) A&P – Visit Rogers.
  - JAN through MAY – Delivered
- Provide quarterly report packages (1) RLEDC, (2) RDF-CBSP, (3) CPI, (4) RIDC2.
  - MAR – Delivered
- Provide division reports to stakeholders.
  - Delivered
- Deliver exceptional internal and external customer service.

Goal #2: Engage and convene our Finance Support Teams: Audit Committee and the 401(k)Trustee Committee, Facilitating Fiscal Oversight, Monitoring, and Accounting & Finance Guidance

2021 STRATEGIC INITIATIVE ALIGNMENT: BUDGET & FINANCIAL PERFORMANCE

SMARTY Objective:

Provide detailed transparent reporting.

OUTCOMES

- Audit Committee will meet with our auditors twice each year, before and after the annual Chamber audit.
  - Pre-audit meeting held, February 24th and the post-audit meeting on May 20th.
- We will provide them with accurate complete information detailing all Chamber finance activities.
  - Auditors had "no findings" to disclose in the management letter.
- 401(k) Trustee Committee will meet with our investing partner once each year, in the first quarter.
  - Meeting held May 21st.
- We will provide them with information about employee participation in the plan and other pertinent plan documents and updates.
  - Our plan has 100% participation. Our team maintains ongoing monitoring of individual participant portfolio activity and performance, as well as review and evaluation of the Plan portfolio. The annual Form 5500 has been filed and is in review.

Goal #3: Manage Human Resource Health and Wellness Benefits for a Growing Staff of 45

2021 STRATEGIC INITIATIVE ALIGNMENT: STRONG STAFF

SMARTY Objective:

Continual nurturing of Chamber family by recognizing that "wellness is a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity" - The World Health Organization.

OUTCOMES

- Be the trusted resource for health care benefit information.
- Listen closely, act quickly to resolve employee challenges.
- Coordinate annual flu shot inoculations.
- Collaborate with industry partners to acquire the most favorable plan options.
- Organize Open Enrollment, administering the application process.
- Liaise between employees and providers to facilitate delivery of services.
- Review and document individual deductions, ensuring accuracy.
  - We have hired six (6) and terminated three (3). We have provided the monthly Healthy People Newsletter, from OneDigital.

Member Services
ROGERS-LOWELL AREA Chamber of Commerce

Goal #1: Provide Five-Star Customer Service to Customers, Members and Investors

2021 STRATEGIC GOAL ALIGNMENT : MEMBER RETENTION & OUTREACH

SMARTY Objectives:

1. Involve Staff in all customer service initiatives.

OUTCOMES

- Staff has continued to connect with our members to educate them on value of their membership and services relevant to their business segment. Member Services staff has personally visited with 76 new members about member benefits and the use of our member portal. Staff developed and distributed a new survey for first-year members. Responses reflect the majority of new members were satisfied or very satisfied with their overall satisfaction with the Chamber programs and services used. These retention efforts helped us maintain a 90% overall retention rate and 96% first-year retention rate.

2. Work with Member Engagement Committee to deliver over-the-top customer service for our Members

OUTCOMES

- Member Engagement Committee contacted a total of 60 members and play an important role helping members get the most out of their membership. As a result of visits and other committee efforts, we have seen an increase in member engagement. Committee also contacted members to encourage completion of member surveys. As a result, we saw an increase in participation and used feedback from the survey to create video tutorials to educate members on self-service portal tools and other benefits.

Goal #2: Provide Value-Added Member Benefits

2021 STRATEGIC GOAL ALIGNMENT : MEMBER RETENTION & OUTREACH

SMARTY Objectives:

1. Deliver relevant and necessary products and services to establish RLACC as the leading community organization.

OUTCOMES

- Financially in 2021, we have seen an increase of program sponsorship dollars. The Annual Celebration netted over $20,000 in revenue over planned and saw an increase of over $33,000 from the year 2020. We presented a program that was relevant to our members and put a strong emphasis on the Chamber's mission-work. The Annual Celebration has been viewed online by over 5,000 people, providing our sponsors more recognition and educating our members of the work we do.
- We debuted the Spotlight Series in May with positive results for this new quarterly seminar series. The concept of putting the right people together at the right time to concentrate on relevant subjects worked as we had a large diverse crowd of businesses learn more about the current and future plans for economic development in Rogers and Lowell. Sponsorships flourished and when sponsors were surveyed, the responses were overwhelmingly positive and full of praise for bringing new concepts to the table.

2. Provide increased value to sponsors and advertisers.

OUTCOMES

- We continue to survey our current and former members to help us improve and provide value-added benefits. The data we receive assists us in evaluating programs, customer satisfaction, mission and member expectations.

Goal #3: Increase Annual Investment Revenue

2021 STRATEGIC GOAL ALIGNMENT : BUDGET & FINANCIAL PERFORMANCE

SMARTY Objectives:

1. Increase number of new Members to invest in the Chamber.

2. Increase Member investment in the Chamber to provide financial stability for the organization.

3. Cultivate Investors for increased funding of mission programs through annual investment.

OUTCOMES

- Member Services continues to educate our various audiences about the mission-work of the Chamber. We work to engage new members in sponsorship and advertising opportunities to help promote their business while creating revenue for the Chamber. As we visit with members about the Vision 100 campaign, we encourage them to invest in the work the Chamber does. We are connecting with businesses to request they invest for the first time in our campaign, encourage current investors to increase their financial support, and urge key members to pledge to increase their annual dues investment in perpetuity. Additionally, we are closely monitoring members who have not yet renewed their membership, to decrease our accounts receivable.

Goal #4: Utilize Digital Tools for Data-Driven Efforts

2021 STRATEGIC GOAL ALIGNMENT : ENTERPRISE ADOPTION OF ACCRISOFT FREEDOM PLATFORM.

SMARTY Objective:

1. Utilize Accrisoft's new capabilities to set benchmarks and utilize data to track results.

OUTCOMES

- Member Services has adopted and utilized Accrisoft Freedom this year, while also maintaining our data in Weblink as a back-up. Several tutorial videos were created to demonstrate to members how to utilize the new system and member portal.

Customer Service

ROGERS-LOWELL AREA Chamber of Commerce

Goal #1: Provide "Over the Top" Customer Service to our Visitors, Residents, Members and Staff

SMARTY Objectives:

1. Show 100% documentation of information materials distributed to visitors and residents.

2. Build towards 100% customer satisfaction guaranteed to our chamber members.

3. Build a more effective line of communication with 100% customer service satisfaction with staff.

OUTCOMES

- Maps not tracked, Good Life not tracked, Phone Calls 1,665, Visitors 624, Team Meetings 25, Visitor Guides 406, Event Registrations 343, Community Events Added to Calendar 45, kept lobby and meeting rooms cleaned, organized and disinfected, completed all task given to department from other departments, DCR totals collected >$472,000

**Covid has caused tracking numbers to be difficult due to lobby restrictions and lower phone calls from visitors and members needing information.*

Goal #2: Provide "Over the Top" Customer Service to our Campaign Donors/Investors

SMARTY Objectives:

1. Provide 5-Star customer service to our Capital Campaign Donors.

OUTCOMES

- Revamped communication process for Vision 100 and delivered thank you letters and receipts to campaign donors in timely manner.

Goal #3: Provide "Over the Top" Customer Service on behalf of the Rogers Development Foundation to our Students and Donors

SMARTY Objectives:

1. To coordinate the distribution of scholarship funds through the Rogers Development Foundation on behalf of participating donors.

2. Work to complete an accurate process with Accrisoft using new software.

OUTCOMES

- Collected required paperwork from students and sent funds to schools in timely manner, worked with Rogers Public Schools and provided requested reports, communicated with students as needed to make sure all funds were distributed in timely manner. Distributing $176,549.14 for the Fall Semester and $178,754.40 for the Spring Semester.

Goal #4: Provide "Over the Top" Customer Service on behalf of U.S. Chamber of Commerce Accreditation

SMARTY Objectives:

1. Complete and submit U.S. Chamber of Commerce Accreditation by August deadline.

OUTCOMES

- Worked with Dana Mather on needed information for reaccreditation and communicated with staff on what was needed from each department. Sent email reminders of deadlines to staff and reminded staff in meetings about deadlines.

MISSION WORK *Divisions*

Visit ROGERS
ARKANSAS
WHERE POSSIBLE LIVES

DOWNTOWN Rogers INC.

Economic Development
ROGERS-LOWELL AREA
Chamber of Commerce

Goal #1: Be a Business-friendly Community focused on Business Growth and Commercial Development in Rogers and Lowell

SMARTY Objectives:

1. Continue the growth and development in Rogers and Lowell for Industrial, Retail, Multi-family, and Commercial sectors to grow the local economy with $80 million in capital investment and increase job growth by 5% in 2021.

OUTCOMES

- Currently over $75 million in active commercial construction projects going on in Rogers.
- Have hosted two LIC meetings, the first focused on employer rights regarding vaccines and the second was on new workforce development tools offered through the UA.
- Quarterly reports to the City of Rogers as part of our contract include the following data:
  - Job Creation: 1,230 jobs created from January-April 2021
  - Unemployment Rate: 3.1 in April, down from 3.4 in January
  - Labor Force: 1,147 (growth in labor force from January-April 2021)
  - Sales Tax: Rogers has collected $11.2 Million through June. This is 55% of the record setting tax collections in 2020.
  - Expansions: Five manufacturers in Rogers currently have expansion plans resulting in a combined $55 million in capital investment and 175 new high-wage jobs.
- Have responded to 14 total inquiries regarding expansion and relocations for industries in Rogers and Lowell.

2. Engage with 85 existing industries to discuss expansion and retention plans and opportunities to foster home-grown economic growth throughout 2021.

OUTCOMES

- Current count is 51 completed surveys as of June and have 4 additional surveys already scheduled for July.
- Presented manufacturing specific findings at June staff meeting and am creating a presentation to show results for all industries in July.

Goal #2: Invigorate Commercial Development in Lowell through business expansion and new retail opportunities through $5 million in new capital development

SMARTY Objective:

1. Work in cooperation with the City of Lowell to encourage commercial, industrial, and job growth through streamlining the development process and adjusting city codes where needed to spur growth.

OUTCOMES

- Maintained contact on large projects and interact at least twice a month with city staff to get updates and provide assistance when needed.
- Have not held any events at this point in 2021
- Have evaluated available property and see tremendous growth potential on west side of I-49 as the Kathleen Johnson Memorial Park and Freedom Plaza get built out.

Goal #3: Create Workforce Development Opportunities in Our Community

SMARTY Objectives

1. Provide connections between 20 industries and educators to address workforce needs in our area by creating a pipeline of new workers, educating children and parents of local career opportunities, and promoting workforce development programs in our area in 2021.

OUTCOMES

- Hosted a K2J event in June focused on workforce development and help facilitate a factory tour of Glad with 12 CTE educators from across the region.
- Have generated 8 new connections with RPS thus far. Staff also helped promote and recruit employers to participate in the Rogers New Tech Internship/Career fair in April. Nearly 50 businesses participated.
- ACT is revamping the process, so this is on hold for the moment.
- 2020 enrollment was down due to virtual school during COVID as CTE requires in-person instruction in many cases. Looking to bounce back as the 2021 school year begins and will have updated enrollment numbers at that time.
- Staff helped promote and recruit employers to participate in the Rogers New Tech Internship/Career fair in April. Nearly 50 businesses participated.
- RPS and NWACC each contribute monthly articles and blog posts. Justin can confirm, but I believe we have seen 10 articles so far this year.

2. Provide connections between job seekers and employers to decrease unemployment and create new career opportunities for residents.

OUTCOMES

- Have extended this through June and most likely July. I am unaware of the current page views.
- Promoted via sponsorship of NWA Career Showcase and mentioned in 3 Chamber Tutorials in 2021.

Goal #4: Engage the Small Business Community

SMARTY Objectives:

1. Provide 24 in-person and online trainings and increase small business resources on our website by 10% to new and existing small businesses in order to foster an emerging entrepreneurial community within Rogers and Lowell and offer assistance to those needing resources in 2021.

OUTCOMES

- Have hosted 3 Chamber Tutorials in 2021.
- Have updated Small Business Toolkit twice in 2021.
- Currently have 26 videos in the C2C playlist on YouTube.
- Have conducted 10 trainings with area institutions and outside trainers to offer business-relevant training thus far in 2021.
- Testimonials have been recorded and the SBC helped out in the FAQ video and have utilized one member so far in Mission Minute videos.

2. Regularly engage with small business members to receive feedback on existing Chamber programs and ideas for new ones through surveys, in-person conversations, and social media engagements.

OUTCOMES

- Worked with Marni to create two member feedback surveys so far this year.
- FAQ video is shot and in the final editing phase.

3. Engage the entrepreneur community through partner organizations and Chamber trainings to attract more start-ups to Rogers.

OUTCOMES

- Experimental House has shifted most of its focus to art and the "creative economy", so this is not really a viable goal at this time. Have begun work to help Loloft create a manufacturing specific co-working space in Rogers.
- Have co-hosted, partnered, or promoted 6 events so far this year with 3 additional events already scheduled.

Goal #5: Engage Minority Communities within Northwest Arkansas with Programs and Offerings

SMARTY Objective:

1. Provide program offerings to minority communities within Northwest Arkansas to encourage diversity, equality, and inclusion within the business communities of Rogers and Lowell.

OUTCOMES

- Have hosted one virtual and one in-person Hustle in Heels luncheon. The in-person programs for August and November already have speakers and topics confirmed.
- A networking specific pop-up is scheduled in July with details being worked out for September.
- The Spanish Seminar Series has been presented twice with two additional trainings coming in the second half of the year.
- Partnered with Rogers Experimental House to offer "United Nations World Day for Cultural Diversity for Dialogue and Development" event with 50 plus attendees.

Goal #6: Continue to Create Quality of Place Initiatives to Attract a Diverse, First-Class Workforce

SMARTY Objectives:

1. Engage community leaders and developers on increasing Quality of Life offerings within Rogers and Lowell to enhance the Quality of Place for residents and visitors to our region by presenting overall concepts created in the Vision 100 Community Development Plan.

OUTCOMES

- Have had six discussions with developers related to affordable housing for our workforce. Plans are hopeful for a new multi-family option in Downtown Rogers.

2. Keep the community informed and engaged on new and upcoming developments to showcase growth and development within Rogers and Lowell via social media posts, Chamber Voice newsletter articles, Podcast, and other Chamber media channels as needed.

OUTCOMES

- Visit Rogers mention of $400M in development in Rogers: https://issuu.com/rlacc/docs/chambervoice_january2021_final_b59eff8dcb39b0/14
- Annual Report letter from Angie Tucker-Ridley mentions tons of new development nuggets and economic development section has an overview of it as well: https://issuu.com/rlacc/docs/chambervoice_february2021_annualreportedition_fina/2
- Ozark Regional Transit's new Administration Building: https://issuu.com/rlacc/docs/chambervoice_april2021web/12
- Visit Rogers new Butterfield Stage/Downtown Rogers redesign mention: https://issuu.com/rlacc/docs/chambervoice_april2021web/20
- Downtown Development's articles in the June issue talk about the expanding Arkansas film industry and newly opened Mavis Wine Co.: https://issuu.com/rlacc/docs/chambervoice_june2021_web/24
- https://www.rogerslowell.com/news/2021/03/08/member-news/mcclard-s-bar-b-q-opens-new-rogers-location/
- https://www.rogerslowell.com/news/2021/06/07/chamber-news/rogers-announces-the-opening-of-the-railyard-entertainment-district/
- https://www.rogerslowell.com/news/2021/06/10/member-news/dreammaker-bath-kitchen-opening-brings-award-winning-remodeling-services-to-enhance-lives-in-northwest-arkansas/
- https://www.rogerslowell.com/news/2021/06/28/chamber-news/rogers-upgrading-lake-atalanta-parking-areas-to-improve-water-quality/
- Honeycomb Kitchen Shop expansion: https://www.facebook.com/RLACC/posts/4297715673582877
- Library of Ribbon Cuttings/Ground Breakings (14 in 2021) https://www.facebook.com/watch/118814521473034/199311388456903
- Regional focused:
- https://www.rogerslowell.com/news/2021/03/19/chamber-news/nwa-council-launches-new-workforce-housing-center-for-northwest-arkansas/
- https://www.rogerslowell.com/news/2021/03/04/chamber-news/new-medical-school-to-be-established-in-northwest-arkansas-as-part-of-alice-walton-s-vision-for-whole-health

Downtown Development
ROGERS-LOWELL AREA
Chamber of Commerce

Goal #1: Increase Multi-Family/Mixed-Use Residential Development Downtown Rogers

SMARTY Objective:

1. Increase the number of mixed-used and multi-family residences in Downtown Rogers by 40 percent between 2019 and 2023.

OUTCOMES

- 18 multi-family units are in the development planning, this is a 20% increase over 2019 number.
- Shared current apartment inventory and rent rates with nine property owners or developers who have the potential to build multifamily properties.
- Provided 3 site visit tours to developers seeking opportunity to develop commercial mixed use and multi-family housing.
- Presented potential development opportunities with realtors, architects and developers seeking opportunities to build multifamily housing in Downtown Rogers.
- 6 business owners that we made the first contact within NWA have established businesses/signed leases. Four in Downtown Rogers and two in other nearby cities.
- Participated in Monthly Stakeholder Meetings with DTR Inc., City of Rogers Community Development, RDP Merchants Association, Rogers Historical Museum and APT Theatre.

Goal #2: Attract Supplier, Professional Services and Light Manufacturing Employers and Jobs to Downtown Rogers

SMARTY Objective:

1. Attract new companies to Downtown Rogers to increase the number of new jobs in 2021.

OUTCOMES

- Showcased the products of 15 Downtown Businesses in the windows of Rogers Experimental House through December and January.
- Conducted site tours with three developers seeking to develop mixed use space.
- Conducted site tours with 4 business owners seeking to open light manufacturing, retail or restaurants.

Goal #3: Establish the Rogers-Lowell Area Chamber of Commerce as the Primary Point-of-Contact for Doing Business in Downtown Rogers

SMARTY Objective:

1. Connect with 100 percent of the commercial projects underway in Downtown Rogers to develop friends, customers and investors of the Chamber.

OUTCOMES

- Published Article Highlighting Film Industry in NWA and assisted four film production companies in site locations.
- Published article and hosted news conference Highlighting Ozark Regional Transit Service in Downtown Rogers.
- Face to Face visits and or phone calls to all new businesses and share information with merchants association.

Goal #4: Connect All Activities to the Mission of Economic Development and the Master Plan with at Least Six Public Announcements

SMARTY Objective:

1. Highlight the RLACC and City of Rogers implementation of the Downtown Rogers Initiative Plan at least six times per year.

OUTCOMES

- Featured the Multi-Generational Appeal through Return of Art on the Bricks in person art exhibition with collaboration of music, art, anime, cosplay and antiques. Approximately 10 times as many people attended the May 2021 Art Walk as previous art walks. Art & Entertainment Coverage by KNWA; Citiscapes Magazine; KUAF; NWA Democrat Gazette.
- Featured United Nations Ambassador of Art Ibiyinka Alao in Downtown Rogers, expanded art walk into alleyways, incorporated live music in conjunction with renovated Railyard Park. Art & Entertainment News Coverage by KNWA, NWA Democrat Gazette, 5 News, Happening Next by The World Trade Center of Arkansas; KUAF Ozarks at Large; Parkbench.com; Woodridge Interactive Podcast; NWA Travel Guide; Newsbreak.com.
- Highlighted Economic Development Mission of the Chamber and growing the creative economy in four news releases and four interviews.
- Attracting new patrons to Downtown Rogers through partnerships with organizations located in Downtown Rogers, throughout NWA and The River Valley.

Goal #5: Showcase Why Downtown Rogers is an Ideal Place to Conduct Business, Raise a Family and Enjoy Quality of Life Amenities and Activities

SMARTY Objective:

1. Develop six case studies utilizing news releases, videos or podcasts plus social media.

OUTCOMES

- Showcase Ozark Regional Transit Services to Community
- Collaborating with ORT for upcoming community Event.
- Attracting new patrons to Downtown Rogers through partnerships with organizations located throughout NWA and The River Valley.
- Facilitated site locations in and near downtown Rogers for four film production companies and two monthly magazines.
- Invited to present DTR Program to two Rotary Clubs & PEO.
- Scheduled Visit Rogers to present to Rotary Club.
- Shared four potential interviews with Randy Wilburn, producers of "I Am Northwest Arkansas" podcast.
    - Rogers Cycling Festival
    - Urban Land Institute Film Festival
    - UN Ambassador
    - Life Styles Inc.
- Shared two potential interviews with Woodridge Interactive's new Podcast
    - UN Ambassador
    - JR Shaw, Visit Rogers

Goal #6: Develop and Promote Downtown Rogers as a Destination Location for Arts, Music and Other Interactive Experiences

SMARTY Objective:

1. Ensure art & music stakeholders view Downtown Rogers as the premier NWA community to invest in art and music and support the creative economy.

- Art on the Bricks Art Walk was established in November 2017 by volunteers with support of the Go Downtown Rogers Merchant's Association. In January 2020, the Chamber of Commerce assumed responsibility, secured sponsorship, provided marketing and promotions activities, press releases, interviews, signage and staff support since that time. The Monthly Art Walk immediately shifted to a virtual Art Walk in April 2020 and continued through April 2021 providing visibility for sponsors and the opportunity for artists, musicians and locally owned businesses to continue to be represented as viable businesses.
- Facilitated site locations in and near downtown Rogers for four film production companies and two monthly magazines
- Created 7 videos to promote the Virtual Art on the Bricks Art Walk artists, musicians and sponsors
- The Chamber communicated the creative economy and highlighted businesses that offered interactive experiences through press releases, articles and social media promotions.
- Two vacant buildings and four new outdoor spaces were activated with artists and musicians.
- Promoted the created economy throught the Monthly Art Walk as it was relaunched in May with record attendance estimated at more than 1,500. Received news coverage from numerous outlets including: KUAF, KNWA, NWADG, CitiScapes Magazine and Southern Sass Magazine.
- Provided programs for more than 1,100 school children from Arkansas Arts Academy, Rogers Middle Schools, Pea Ridge Elementary School, Eureka Springs Elementary School, West Side Ballet students, and 3 non-profit organizations. (Ra-Ve Cultural Community, T.A.S.C. and a home school organization.)
- Invited 180 Rogers stakeholders to eight community meetings, 60 attended and 20 became actively engaged with Downtown Rogers Initiatives.
- Secured a grant from the Tyson Family Foundation and partnered with more than 20 nonprofits in six NWA communities to bring to Downtown Rogers and NWA an art exhibition from the United Nations in New York as well as the largest painting in the world. Thousands of people have already connected with the UN Ambassador which the reach of the Chamber of Commerce resulting in engagements throughout Rogers as well as Springdale, Fayetteville, Bentonville, Siloam Springs, Pea Ridge, Eureka Springs and Fort Smith.
- The UN Ambassador was invited to extend his residency into March 2021. The social media shares and news coverage captured the attention of NW Arkansas Council and they provided him with $10,000 + a Bike as a relocation incentive.
- Secured a music sponsor and worked with Downtown Merchants to bring live music into their businesses in Downtown Rogers.
- Earned news coverage re four businesses that offered a soft opening in April in advance of the May Art Walk.
- Participated in a podcast production with Woodridge Interactive.
- Introduced Downtown Businesses to Producers of "I Am Northwest Arkansas" podcast.
- Connected existing and potential downtown businesses through 103 courtesy introductions in 2021

Goal #7: Build Community Value through Effective Activation of Under-Utilized Properties

SMARTY Objective:

1. Highlight the Chamber and City of Rogers implementation of the Master Plan at least six times per year.

- As a first point of contact, the Chamber connects potential new Downtown Business owners to property owners, developers and leasing agents and participates in site location tours.
- Serving on the City of Rogers Alleyway Activation committee.
- Responded to the City's request to provide information about Downtown Rogers growing list of creative assets to the City's consultant, WXY.
- Maintain a list of available commercial properties to share with people interested in opening a business in downtown rogers. Introduce property owners to these entrepreneurs and follow up with regional resources for starting a business.
- Maintain records of capital investment in Downtown Commercial Properties.
- Offered meeting space at the RXH for the July meeting of the City of Rogers Alleyway Activation Committee.
- Maintain a list of multi-family housing properties including square footage and rent rates with potential developers of multi-family housing.
- Share site locations appropriate for multi-family housing with realtors, developers and potential investors.

Government Affairs
ROGERS-LOWELL AREA
Chamber of Commerce

Goal #1: Serve as the regional link between business and government by defining legislative priorities that help our local economy grow

SMARTY Objective:

1. The priority of the Government Affairs Division is to once again develop the NWA Regional Legislative Agenda working with the NWA Council.

OUTCOMES

- The Division worked with the NWA Council to develop the NWA Regional Legislative Agenda. The top priority of the legislative agenda was to work with the Governor to pass a meaningful Hate Crimes Bill. The Hate Crimes Bill passed both Houses of the General Assembly and was signed by the Governor into law. The RLACC Government Affairs Staff coordinated the strategy to secure passage of the legislation through the NWA Council and the Arkansas State Chamber of Commerce.

Goal #2: Ensure the voice of business is heard and represented on local, state, and national legislative policy issues

SMARTY Objectives:

1. Develop new weekly Legislative Update programming for our social media platforms that highlights the progress of the legislative agenda and covers relevant legislative issues.

2. Develop a program that highlights legislators in their districts containing biographical information and insights into the work that goes into serving in the legislature.

3. Adapt the Legislative Forums to a virtual program that will be shared on all social media platforms.

OUTCOMES

- Staff is still currently in development of the new legislative update programming for all of our social media platforms.
- Production for the legislator spotlight program "In the District" is in planning and will debut this Fall.
- State Legislative Forums were adapted for Zoom and received higher than average participation than the live forums conducted in the past.

Goal #3: Advocate for business-driven policy that impacts businesses of all sizes (taxation, regulation, infrastructure, etc.)

SMARTY Objectives:

1. Work with the Bentonville Chamber and Mayor on strategy to help pass a bond issue for the city in 2021.

2. Host a Legislative Breakfast highlighting the work of legislators and the leadership during the session.

OUTCOMES

- RLACC Staff met with the Bentonville Chamber, Mayor Ormand, and an outside consultant to develop a strategy for the bond election. The campaign plan we suggested was implemented and the measure passed with overwhelming support in a low-turnout election, which was the goal.
- The Legislative Breakfast is in the works and will take place on August 31st.
- The RLACC Government Affairs Staff coordinated and led the strategy to secure passage.

Goal #4: Engage the community in the political process including registering to vote, contacting legislators, hosting educational forums, and organizing calls to action

SMARTY Objectives:

1. Plan a Reverse Washington Fly-In for the Delegation to be held in Rogers during the August Congressional Recess.

2. Work with Geovanny Sarmiento to encourage voter registration in the LatinX community.

3. Work with Ross Phillips to increase awareness and political participation among the Emerging Leaders of Northwest Arkansas.

OUTCOMES

- The Reverse Washington Fly-In is currently planned for September 1st in Rogers.
- Staff has worked very closely with Geovanny Sarmiento on legislation throughout the session.
- Sr. staff has worked with Ross Phillips to identify grant opportunities and include Emerging Leaders in planned Government Affairs programming.

Goal #5: Influence long-term prosperity and quality of life for our region

SMARTY Objectives:

1. Recruit and prepare the first class of the Northwest Arkansas Civic and Community Leadership Institute for public service opportunities beginning in 2022.

2. Continue to work with the NWA Council, elected officials, and area providers on initiatives that will further the goal of establishing NWA as a healthcare destination for treatment, entrepreneurship, and job creation in the health care field.

OUTCOMES

- Staff has worked diligently to establish the Northwest Arkansas Civic and Community Leadership Program.
- Worked with the NWA Council and the Arkansas General Assembly to advance the healthcare destination initiative. The Legislative Council approved the funding for an additional 92 residency slots for Washington Regional in Northwest Arkansas.

Community Development
ROGERS-LOWELL AREA
Chamber of Commerce

Goal #1: Positively Impact Future Leaders

SMARTY Objectives:

1. Educate leaders on the inner workings of our community and region through Leadership Benton County.

OUTCOMES

- Worked with Greater Bentonville Area Chamber to form 2021 LBC cohort, with a total of 32 participants
- Worked with Greater Bentonville Area Chamber to form the sessions and provide relevant content around DEI, State and Local Government, Healthcare, Education, and Economy.
- Participants will develop a class project that impacts the Benton County/NWA Region.
- Send out Five surveys to ensure the program and content is relevant to the participant.

2. Provide a student-focused program to promote growth and leadership opportunities.

OUTCOMES

- Working with Arvest to launch the program in September 2021

3. Improve Board Service Certification Program, to ensure that the content and programming is relevant and that participants are making connections with Nonprofits.

OUTCOMES

- Continued the relationship with Arkansas NOP Alliance and Arkansas Community Foundation to learn of current Board Openings to inform participants of openings.
- Will host Networking with A Purpose event and invite all participants to meet and network with NOP.
- Created partnerships with organizations such as BoardSource, to ensure that we are offering top quality programming.
- Send out survey two months after program to find out if participants are serving, and if not, what can we do to help facilitate a connection.

4. In 2021, Coordinate seven professional and personal development activities for current and future leaders.

OUTCOMES

- Worked with Northwest Arkansas Emerging Leaders' Steering Committee to come up with programming and relevant training for Members.
- Created partnerships with local content experts to offer development opportunities to Northwest Arkansas Emerging Leaders Members
- Survey Members to learn what training and program they would feel relevant for them.
- Have hosted three activities and on track to meet goal by the end of 2021

Goal #2: Ensure Leaders Represent the Entire Community

SMARTY Objectives:

1. Increase Minority Participation in all Leadership Programs by 20 percent in 2021.

2. Implementation and expand Diversity, Equity, and Inclusion Initiatives.

OUTCOMES

- Partnered with *EngageNWA*, *University of Arkansas IDEALS Institute*, and other local Chambers to host and participate in *DEI Regional Cohort.*
- 15 small to mid-size businesses to participate in the DEI Regional Cohort.
- Provided six trainings for Chamber Members on DEI issues, problems, and solutions topics will include *Diversity in the Workplace*, *Diversity in NWA*; *Creating Cross-Cultural Dialogue*, *Building Inclusive Teams*, *Unconscious Bias*, *Creating More Effective & Diverse Boards and Councils*, *Choosing Respect in the Workplace*.
- Integrate DEI-related professional development and expectations in leadership positions and programs.

3. Board Mentorship Program

Goal #3: Increase and Activate Next Gen Leaders with Programming through Northwest Arkansas Emerging Leaders (NWAEL)

SMARTY Objectives:

1. Increase social media audience by 20 percent in 2021.

OUTCOMES

Track results and identify priorities for content.

- Implement new content tactics that are more relevant to young professionals.
- Increase interactions with social media users.

2. Increase the number of email subscribers by 10 percent in 2021.

OUTCOMES

Produce two eNews monthly.

- Promote eNews on social media outlets.
- Track results and identify priorities for content.

3. Increase attendance of NWAEL events, programs, and volunteerism by 15 percent in 2021.

OUTCOMES

More intentional with the marketing of events and programs.

- Continue to grow partnerships with local businesses and universities.
- Create and execute Advertising Media Plan for Northwest Arkansas Emerging Leaders.
- Work closer with MarCom Team to promote Northwest Arkansas Emerging Leaders events.

4. Increase website visitors by 10 percent in 2021.

OUTCOMES

Promote the site on social media outlets.

- Include a link to the site and promote in eNews.
- Provide relevant content on site, i.e., inbound marketing.
- Work to rebrand website and provide relevant content to be more inclusive.

5. Increase Membership of NWAEL to 1,300 by end of 2021.

Goal #4: Monetize Chamber's Spanish Seminar Series quarterly educational opportunities

SMARTY Objectives:

1. Sell affordable Sponsorship Solutions to target Spanish speaking audiences (members and community at large) to achieve revenue goal of $4,000 in 2021.

OUTCOMES

- Sold all sponsorship opportunities for 2021

Goal #5: Increase Minority Small Business Membership

SMARTY Objectives:

1. Increase Chamber membership.

OUTCOMES

- Year to date we have signed up 18 new minority owned businesses.

2. Programs to recruit and retain minority led businesses.

OUTCOMES

- We had 60 entrepreneurs attend our first two quarterly Spanish Seminar program on how to start a business.
- We have provided 8 minority business entrepreneurs with mentors and connected them to professional services and assistance year to date.

3. Address barriers to and access for minority-owned businesses.

OUTCOMES

- We have collaborated with three Chamber Members, Serranos Tax and Accounting Services, Martinez Law Firm and Arvest Bank to provide Financial, Legal and Accounting training for minority entrepreneurs with 60 people attending year to date.

Goal #6: Improve Graduation Rates for Minority Students

SMARTY Objectives:

1. Minority Mentorship and Empowerment Program

OUTCOMES

- This program is in its final planning process and would start at the beginning of the School Year in August of 2021.

2. Schedule/facilitate mentor and mentee meetings

OUTCOMES

- This program is in its final planning process and would start at the beginning of the School Year in August of 2021.

3. Public/Parent Awareness

OUTCOMES

- This program is in its final planning process and would start at the beginning of the School Year in August of 2021.

Goal #7: Serve as the Welcoming Coordinator for the City of Rogers

SMARTY Objectives:

1. Work with the Rogers Police Department to build trust in the minority community to ensure all crimes are properly reported including crimes against people and property:

OUTCOMES

- On March 30th we helped coordinate one meeting between the vendor community and the Rogers Police Chief organized by the Community Cohesion Project.

2. Work with Fire, EMS, and Healthcare to build trust so health services are sought when needed:

3. Work with Public Education to encourage graduation:

OUTCOMES

- This program is in its final planning process and would start at the beginning of the School Year in August of 2021. Because of strict school rules to contain the spread of Covid-19 if has been challenging to meet in person with students.
- Participated in a mentor capacity for the Hispanic Leadership Council's LatinX on the Rise mentorship cohort reaching out to 15 students through this program.

4. Assist in recruiting minority Firefighters:

5. Community liaison to public services and community issues:

OUTCOMES

- We have been meeting and collaborating with other organizations like the Salvadorean United, Arkansas United, Mexican Consulate, Marshallese Consulate, Hispanic Leadership Council, Arkansas Latinas Bike, LatinX Stake Holder with the Arkansas Health Department, Children Advocacy groups, Community Cohesion Project, Food Bank, Engage NWA, LatinXNA and many other organizations coordinating help and assistance for our community.

6. Represent the community on DEI boards and commissions such as EngageNWA, University of Arkansas, Endeavor Foundation, NWA Council and many others.

OUTCOMES

- We have two staff members serving on the Board of the NWA Food Bank.
- We participated in the TRAIN cohort DEI training for our Region.
- We participated in the Truth Racial Healing and Transformation training from the IDEALS Institute of the University of Arkansas.
- We are part of the LatinX Stakeholder Cohort helping with the Covid-19 efforts in the State of Arkansas and advocating for equitable vaccine distribution.
- We are part of the Executive Committee of the LatinXNA member group.
- We are part of the Executive Committee of Engage NWA.
- We are part of the Executive Committee of the Hispanic Leadership Council.

7. Increase the number of people from diverse backgrounds serving the City of Rogers.

OUTCOMES

- We helped the now Chairwoman of the Rogers Public Library get her appointment.
- The Rogers Public Library now has a Bilingual Librarian on Staff.
- We helped the now Member of the Planning Commission for the City of Rogers get his appointment.
- We helped the NWA Food Bank get another member of color to their Board.
- The Rogers Police Department have hired year-to-date four new minority police officers and six new civilian/administrative minority positions.

Goal #1: Promote Rogers as a World Class Destination, generating tourism revenue that funds investment in building the destination's strength and quality of place

2021 STRATEGIC GOAL ALIGNMENT: PROMOTE TOURISM TO ROGERS; CREATE JOBS AND BUSINESS EXPANSION.

SMARTY Objectives:

1. Utilize best sales and marketing strategies and practices to target meeting planners likely to have interest in conducting future events in Rogers.

2. Utilize best sales and marketing strategies and practices to target planners and organizers likely to have interest in conducting future sports events, small meetings, and group tours in Rogers.

3. Activate quality experiences for both visitors and residents through marketing strategies targeting the leisure travel market.

OUTCOMES

- Sourced 32,841 future room nights, generated 67 leads to partners and produced 12,450 definite room nights through all Visit Rogers sales efforts
- 73,250 users, 99% of them new, have visited visitrogersarkansas.com YTD 2021, resulting in 166,360 pageviews, visiting landing pages highlighting the outdoors, downtown developments, and local entertainment and things to do.
- 173 Facebook posts reached 293,984 users with 308,764 impressions. 322 Twitter posts generated 129,339 impressions: Instagram posts reached 252,519 users with 274,299 impressions; 1,150 Instagram stories have YTD reached 195,683 users generating 197,540 impressions, gaining 10,765 new followers to Visit Rogers Instagram account. Google posts YTD 2021 total 175,282 views and 4,723 engagements.

Goal #2: Build Awareness of Rogers as a World-Class Destination through Digital, Print, and Social Media Marketing Strategies

2021 STRATEGIC GOAL ALIGNMENT: PROMOTE ROGERS' ROLE AS AN ARTS & ENTERTAINMENT DESTINATION; ACTIVATE QUALITY EXPERIENCES; PROMOTE TOURISM TO ROGERS; DELIVER UNIQUE PROGRAMMING TO THE MINORITY BUSINESS COMMUNITY.

SMARTY Objectives:

1. Collaborate with Miles Partnerships to implement strategic, multi-platform marketing plans that build direct quality traffic to website, drive awareness from 150-mile drive market, increase social engagement, and develop and grow conversions.

OUTCOMES

- Website articles and stories focusing on arts, multi-cultural generated thousands of views, google posts highlighting Railyard Park developments downtown, LPGA announcements, and AMP announcements constantly rank highest in consumption. Outdoors, Beaver Lake, concerts, new developments and free things to do highlight family and diversity in followers.
- New sales collateral produced for meetings and sports markets, digital and print versions represent most current Rogers product and amenities.
- Newsletters supporting meetings and sports markets curated and distributed in Q1 and 2, 4 more scheduled for last two quarters.

Goal #3: Align the Rogers Community Around a Shared Value Vision for Tourism

2021 STRATEGIC GOAL ALIGNMENT: DEVELOP LONG-TERM SHARED DESTINATION VISION; PROMOTE TOURISM TO ROGERS.

SMARTY Objective:

1. Build local tourism awareness by engaging national, state, and local media, stakeholders, influencers, and community with consistent "community shared value" of tourism in Rogers.

OUTCOMES

- Destination Rogers NEXT Advisory Task Force assembled to examine critical factors influencing community tourism alignment and evolution of the destination Rogers brand. Results and recommendations are being coalesced for presentation to the group late summer.
- Destination Rogers Insider newsletter issued to over 500 local tourism and hospitality stakeholders, further engaging Visit Rogers with all aspects of the community, building support for mission work of destination development.
- Personal visits to local businesses engaged by Visit Rogers staff, encouraging marketing participation and sharing of resources. Current and ongoing.

Goal #4: Champion Destination Leadership Principles and Practices in Rogers

2021 STRATEGIC GOAL ALIGNMENT: DEVELOP LONG-TERM SHARED DESTINATION VISION; PROMOTE TOURISM TO ROGERS

SMARTY Objective:

1. Provide leadership in developing sustainable tourism, responsible economic development, and high quality of life in Rogers.

OUTCOMES

- Identified relevant destination sustainability concepts for Rogers including diversity and inclusion, workforce development, destination resiliency and new product development with Task Force. Results forthcoming.
- Presented 2021 Tourism Talk event at the Walmart AMP during National Travel & Tourism week. Joint event with Northwest Arkansas Travel & Meetings Professionals group gathered over 100 regional hospitality stakeholders together for content focused on destination recovery, market developments and placemaking branding.

Goal #5: Support Rogers-Lowell Area Chamber of Commerce Goals and Objectives with Visit Rogers Destination Leadership

2021 STRATEGIC GOAL ALIGNMENT: IMPLEMENT VISION100; SUPPORT STRATEGIC GOALS.

SMARTY Objectives:

1. Support and align Chamber mission, vision, and values with destination development objectives of Visit Rogers.

2. Support other programs that advance mission-focused activities.

OUTCOMES

- Visit Rogers staff supports and attends chamber functions including Hustle in Heels, Business After Hours, Spotlight Series, Chamber Mission Minute, and Small and Large Business Councils.
- Visit Rogers staff supports Chamber SVP of Community Engagement and Inclusion in engagement initiatives to the Rogers Latino community, building rapport and understanding with key business leaders.
- Visit Rogers staff plays key roles in development of digital "The Good Life" magazine, small business spotlights, membership engagement, Staff Food Days, front desk coverage and building operations.

Goal #1: Bring the Community Back Together Again in Our Newly renovated spaces

"More feets on the streets!"

2021 STRATEGIC GOAL ALIGNMENT: ACTIVATE PROGRAMMING FOR DOWNTOWN ROGERS ATTRACTIONS AND AMENITIES.

SMARTY Objectives:

1. Designing and executing a full season of events to bring people to Downtown Rogers.

OUTCOMES

- We pride ourselves on our attention to detail and the importance of preproduction. Part of that is how you invite the public and how they experience the event when they get there.
- When the market season began this year mask-wearing was no longer a requirement but many vendors and shoppers still wore masks.
- Events and marketing that represents the varied cultural interests of the citizens of Rogers has created a more diverse attendance to downtown our scheduled activities.
- Continue to have a dense downtown calendar on our website and our newsletter maintains a vast audience every week with continual gains in interest.
- Serving both the residents and visitors of this area in creating our events and with communications and marketing. Our calendar is filled with all the activities and items of interest to do in downtown Rogers. The Art Walk and Arkansas Public Theatre are regularly featured in our newsletter along with other big upcoming community events.

2. Continue to grow our online following and marketing reach.

OUTCOMES

- Two videos were produced for the DTR Market. One for Vendor Recruitment and another for promoting the market season. Another video is currently in production for promoting the upcoming Frisco Festival.
- Thanks to our many media sponsors and partners, we have had increased presence in print ads but especially in digital formats.

Goal #2: Relaunch DTR Farmers Market with Base for Continued Growth

"Lettuce Turnip the Beet!"

2021 STRATEGIC GOAL ALIGNMENT: DELIVER SUCCESSFUL DTR FARMERS MARKET.

SMARTY Objective:

1. Execute a well-attended Summer Market Season with a profit.

OUTCOMES

- The DTR Market was moved to the new plaza so we no longer have access to the building. As a result we had to drop the brunch program.
- Since there is no brunch program, instead, we promote food and beverages with the local chefs and downtown restaurants that are open on Saturdays.
- Communication and cross promotions have been helpful to our market but also to downtown businesses. DTR Inc. initiated a DTR Event team meeting a few months ago to keep all the providers of public events in downtown Rogers on the same page and working together.
- Started a vendor resource page on our website. We send weekly emails to the vendors and speak to them individually at every market. This is very important for getting know them and their needs.
- DTR market has nearly 50 vendors, averaging about 30 in attendance each Saturday, May-October. Many vendors have stated that their sales have been twice to even three times what they have been at the old location.
- Downtown merchants have reported that the market presence on Saturday mornings along with the new park has greatly increased foot traffic in downtown Rogers. Residents are obviously super excited to be out and about.
- The online market app is closed during the season. During the peak of the pandemic in 2020 when it was at a record high in activity, it still served only a handful of customers and vendors so it may not utilized again.
- The 2021 DTR Market season kicked off May 1st in the new Railyard Park's Frisco Plaza. Opening day sales were the highest they have ever been (over$8K) since initial opening back in late April of 2016 ($9K).
- We also book local live music for each Saturday during market season.

Goal #3: Strong Community Support for Program Funding

"Work hard for the money, so hard for the money!"

2021 STRATEGIC GOAL ALIGNMENT: CREATE LONG-TERM FUNDING STRATEGY.

SMARTY Objective:

1. Increase operations budget for providing world-class programming.

OUTCOMES

- Working toward building stronger relationships with our past sponsors and creating them with new sponsors like never before.
- On track for exceeding our goal of tripling the number of sponsors and partners we work with this year. Right now, we have more than double the organizations and businesses than last year.
- Surpassed our goal of doubling last year's sponsor and partner value with over $120K in monetary and in-kind support so far.
- The market is underway until the end of October, but we will continue reporting how well it is doing to our market sponsors and vendors because we are proud of its success.
- Always looking for new revenue opportunities, but have not launched any specific campaign at this time.
- We have been having meetings with many of our partners and sponsors to see how they want to engage with our audience at the events. Several are already quite engaged in the market and we are currently working on Frisco Festival.

MID-YEAR REPORT

2021 Business Plan

PROGRAM OF WORK

OF WORK

ROGERS-LOWELL AREA
Chamber of Commerce