

**FOCUS** *Mountain Home...*



*2012-2016*

*...A partnership for our* **FUTURE.**





"Mountain Home has experienced steady growth over the past 50 years. However, we are now at a plateau and must promote the area. More visitors equate to more jobs, an increase in local sales and an overall increase in tax revenues. I am 1000% in favor of FOCUS Mountain Home."

Jim Gaston



**Campaign Committee Members**

(L-R Standing) Noel Morris, Frank Bailey, John Montgomery, Barney Larry, Glenn Burney, Tom Tate, and Joe Miles (Chairman) (L-R Seated) Jack Clayton, Chris Carter, Jewel Pendergrass, Judy Loving, Larry Black, and Lang Zimmerman  
Not pictured: Barbie Graham, Jim Holsted, Bob Knight, Deborah Knox, and Skip Layne



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**Message from Campaign Chair**

JOE MILES

It is time to focus on the future! The Mountain Home area has long been recognized as a great place to live, work, worship, and play by those of us who call it home. Welcoming the future with open arms, a joyous heart, and a curious mind can usher in quality growth in the community. The natural beauty of the area attracts tourists, excellent amenities associated with health care and education await retirees and young families, opportunities abound for expanding businesses.

The fine baseball philosopher Yogi Berra once muttered, "If you don't know where you're going, you might wind up someplace else." Your Mountain Home Area Chamber of Commerce knows where we want to go. Our roadmap is a new *FOCUS Mountain Home* five-year plan created to envision the future, to provide funds to facilitate growth in the community, stimulate economic development and invite visitors to discover the historical, cultural, and outdoor recreational opportunities abundant in our region. The Mountain Home Chamber of Commerce will continue its role as an active leader and facilitator in bringing together events and resources to promote cooperation, credibility and communication among its members and the community. *FOCUS Mountain Home* will guide the development of new programming leading to an enhanced quality of life for all.

Our Campaign Leadership Team sees a bright future on the horizon for Mountain Home. The *FOCUS Mountain Home* roadmap sets a course to assure that future generations do not "wind up someplace else."

We encourage you to invest in the journey and invite you to join us on the ride to the future destination that awaits us all...

**Mountain Home - Three Rivers, Two Lakes, One Beautiful Life!**

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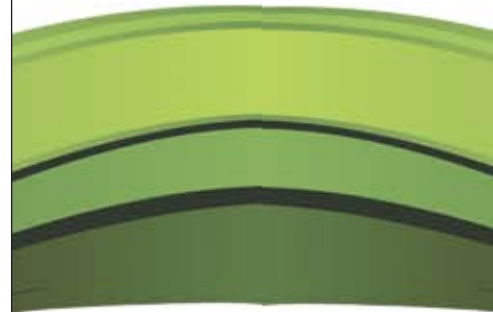


### ***Vision Statement***

The Mountain Home Chamber of Commerce will stimulate economic vitality by leading programs that bridge the economic power and passions of our retirement community with local businesses - while showcasing the flagship institutions, quality services and natural treasures that make Mountain Home, Arkansas - "The Crown Jewel of the Ozarks".

### ***Core Values***

- Strengthen the local economy and make it easy to do business
- Engage the retiree economic engine and talent pool
- Represent the interests of business to government
- Foster innovation and creativity
- Provide networking opportunities
- Emphasize Green Development and community recycling
- Encourage stewardship of abundant natural resources
- Promote the community



### ***Message from Mountain Home Chamber President***

#### **NOEL MORRIS**

The last several months have been both exciting and challenging for the leadership of your Mountain Home Chamber of Commerce. Many interviews have been conducted with community and business leaders to assess how our area can grow intelligently and prosperously.

We have received outstanding input from these interviews, and we have used that information to develop a comprehensive, performance-based strategy that contains clear and measurable goals. Upon the achievement of these goals, Mountain Home's place as the Crown Jewel of the Ozarks will be solidified.

Your chamber leadership encourages you to invest in the future of our area. Years from now, will you be able to say that you were part of the visionary group that made all this come to pass? The time of allowing our economic future to just "happen" is long past. We must have conscious planning, implementation strategies, and the full involvement of our business and community leaders. Our future is too important to leave it to chance.



*We welcome you to play a key part as we make Mountain Home all it can and should be!*

***Mountain Home - The Crown Jewel of the Ozarks!***





## RETIREE RECRUITMENT AND TOURISM

### Mission:

To advance the economic vitality of Mountain Home by recruiting retirees to locate in our area and by increasing the travel and tourism visitor volume via the establishment of an effective destination marketing plan that concentrates on the unique attributes of our region.

### Taking the Lead

- Create an advertising plan that includes key travel, fishing and outdoor recreation magazines and other media.

- Initiate and maintain a comprehensive and user-friendly web site to incorporate the destination marketing plan.

- Participate in consumer/travel/outdoor shows that promote Mountain Home as a tourist destination.

- Develop collateral materials (brochures, itineraries, magazines, etc.) that spotlight the attributes of Mountain Home that appeal most to retirees and the traveler.

- Institute a sports and outdoor "experience" marketing program, focusing on both seasonal and year-round activities.

- Develop a cooperative marketing program in conjunction with private industry/business and community partners and regional/state partners.

### Outcomes and Measurement

- Develop a marketing and advertising campaign that promotes attractions of Mountain Home by year-end 2012.

- Correlate and complete ongoing research on the impact of web traffic for retirees/tourists/visitors to Mountain Home beginning in 2013.

- Attend a minimum of five consumer and travel shows per year that are part of the Mountain Home target markets by year-end 2013.

- Develop new collateral materials to promote Mountain Home based on research of retiree and tourism trends by year-end 2013.

- Conduct annual economic impact studies of major bass tournaments and other tourism events that are recruited into Mountain Home beginning year-end 2013.

- In partnership with community agencies, attract and sign contracts to bring a variety of sports tournaments to Mountain Home beginning year-end 2014.



(continued)

### Taking the Lead

- Develop an effective services infrastructure serving overnight and day-trip visitors designed to put our "best foot forward" particularly for retirees "checking us out".

- Create a "Signature Event" that is uniquely Mountain Home.

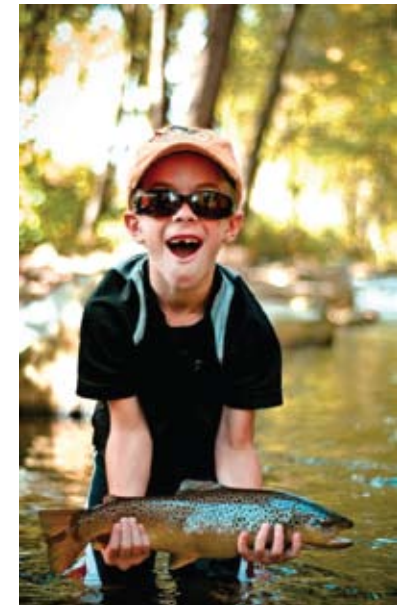
- Prepare and deliver "Welcome Baskets" to targeted Tourist Centers throughout Arkansas and neighboring states to promote visiting Mountain Home.

### Outcomes and Measurement

- Place visitor information kiosks and info centers in key areas of the Mountain Home region beginning year-end 2014.

- Accomplish due diligence of successful events around the state, region and nation as an information resource leading to the establishment of our own annual Signature Event by year-end 2015.

- Engage retiree volunteers with passion for community service to make annual deliveries to targeted locations beginning mid-year 2013.





## TARGETED BUSINESS RECRUITMENT

### Mission:

To recruit targeted businesses we have determined will be additive to our business mix.

### Taking the Lead Mountain Home Area

- Hire Economic Development professional by year-end 2012
- Form a Business Development Team led by key investors in Mountain Home Chamber programming to create focus on business opportunities we want to recruit to Mountain Home.



### Outcomes and Measurement

- Develop inventory of all business entities in the greater Mountain Home area by mid-year 2013 .
- Research our market and promote our assets and resources to targeted industries through trade shows and conferences, marketing materials and site selectors beginning 2014.
- Identify specific new business matches we wish to attract to our market area by year-end 2013.
- Build an inventory of existing vacant space and develop a plan in cooperation with local developers and landowners to develop available property by mid-year 2014.
- Ensure streamlined approach to licensing and permitting for developers by year-end 2014.
- Develop a marketing package for recruitment efforts and presentations by mid-year 2014.
- Organize and conduct prospect recruiting trips by year-end 2014.

*"A goal without a plan is only a dream. Let's all work together to make this goal reality."*  
Barbie Graham



### (continued) Taking the Lead Multi-County Region

- Operate as a lead organization while partnering with appropriate local, regional and state agencies.



### Outcomes and Measurement

- In partnership with Baxter and Marion counties and local officials, prepare an inventory of businesses and develop profiles of businesses desired to add value to the existing mix by mid-year 2015.
- Develop a map model of infrastructure zoning, existing business sectors and desired growth areas by year-end 2015.
- Partner with city/county governments to create a permanent multi-disciplinary task force to define the program of work and resources necessary to successfully recruit targeted business segments by mid-year 2016.





## RETENTION AND EXPANSION OF EXISTING BUSINESS

### Mission:

To create and implement a comprehensive community development program that fosters a strong business climate and nurtures growth of our existing businesses.

### Taking the Lead

- More than 75% of all job growth from economic development is generated from existing companies. We will help fuel growth by first identifying organizations in our pool of businesses, large and small, and then helping those companies develop and implement expansion strategies.
- Form a Rapid Response Team led by key investors in the *FOCUS Mountain Home* Partnership to address critical business issues and opportunities that arise.

### Outcomes and Measurement

- Identify the fastest growing businesses in Mountain Home using such benchmarks as number of employees, gross sales, growth rate and specific needs for continued growth by year-end 2013.
- Establish a contact program that opens communication channels for existing businesses to bring up challenges and opportunities by mid-year 2013.
- Convene top leaders to discuss and develop specific plans of action for solving pervasive business problems and facilitate taking advantage of opportunities identified beginning year-end 2013.
- Establish the Mountain Home Chamber of Commerce as the "voice of business" for Mountain Home and the entire region by mid-year 2014.



"We live in an area whose quality of life surpasses most in the nation. It is time to focus on our future."

Glenn Burney





**The Investment**

Annual Budget: \$250,000

Five-Year Budget: \$1,250,000

- 50% Retiree Recruitment and Tourism..... \$125,000
- 30% Targeted Business Recruitment.....\$75,000
- 20% Retention and Expansion of Existing Business.....\$50,000



**Our Partnership**

The next five years is not about business as usual, but about setting a new standard. It is not about a catchy campaign name but about one simple thing that unites all of us: a desire to see Mountain Home become all it can and should be. Now more than ever the Mountain Home Chamber of Commerce needs the increasing support of the Mountain Home business community. Not only is our success better for your business bottom line, it is also better for all the people in our community. With your financial support the Chamber will raise the bar on our program of work over the next five years. Your investment will fund our \$250,000 annual budget for the three major initiatives described in this brochure.



**Now is the time for you to “take a seat at the table”.**

Join us to be a part of what is in the best interest of our companies, our employees, our families and our entire community.

**Annual Investment Level:**

- Investor Colleague..... \$ 1,000+
- Growth Partners ..... \$ 2,500+
- Leader’s Circle..... \$ 5,000+
- President’s Forum ..... \$ 7,500+
- CEO Council .....\$10,000+
- Chairman’s Circle.....\$15,000+



### Investor Benefits

In return for helping us promote community growth, prosperity and quality of life, investors will receive recognition, special benefits and services such as:

- **Recognition as visionary** - clear evidence that you are a major player in advancing the Chamber's community development initiatives and that you take pride in your contribution towards a stronger Mountain Home community.
- Supporter of the organization recognized as the **Voice for Mountain Home's quality of life.**
- **A win-win investment** versus a charitable donation.
- Building, improving and cementing a **public sector/private sector partnership.**
- **Individual, private communications** regarding key community development issues.
- **Access to community leaders** - networking with business and civic leaders at investor-only events and priority opportunities to host key state/federal legislators.
- **Public recognition** of your participation at the Chamber headquarters, special plaque for your office, special designation in Chamber publications/at the Chamber annual meeting, complimentary VIP seating (based on investment level) at special events, exclusive invitations to special briefings and presentations, a "seat at the table" to participate and provide input as the Chamber addresses critical community development issues and participation opportunities on business recruitment trips.
- **Other tailored benefits** of specific interest to you will be developed as part of your ongoing "one-on-one" meetings with Chamber leaders.
- **Enhancing community interest** in new retail outlet openings through public "ribbon cuttings" and partnering with media for news coverage.



### Professional Staff Team

**Eddie Majeste**, Executive Director  
Retiree Recruitment and Tourism

**Susannah Alms**, Marketing Coordinator  
Events and Workforce Development Liaison

**Dana Wehmeyer**, Outreach Coordinator  
Operations and Administration

**(Position to be filled)**, Economic Development Director  
Targeted Business Recruitment  
Retention and Expansion of Existing Business

### Board Leadership

#### Executive Committee:

**Noel Morris**, President  
**Jewel Pendergrass**, Incoming President  
**Frank Bailey**, Vice President  
**Sandy Andres**, Treasurer

#### Elected Directors:

**Noel Morris**, Twin Lakes Community Bank  
**Jewel Pendergrass**, Century 21 LeMac Realty  
**Bill Anderson**, The Strother Firm  
**Margie Roelands**, Blue Lady Resort & Raimondo Winery  
**Greg Harp**, Harp's  
**Mindy Luker**, KOMT/KPFM/KKTZ  
**Ron Proctor**, FNBC  
**Carl Wayne Wooldridge**, Carl Wayne's Nursery  
**Bryan Bell**, Bryan Bell Construction  
**Donna McMullen**, Baxter Regional Medical Center  
**Frank Bailey**, Bailey & Oliver Law Firm  
**John Reding**, First National Bank & Trust  
**Mark Hopper**, Hopper Environmental Services  
**Sandy Andres**, Bouquet Palace  
**Steffanie Delgado**, Staples  
**Tom Tate**, The Baxter Bulletin



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