

THE FUTURE LOOKS BRIGHT!



THE 2010
PROGRAM OF WORK
OAK RIDGE CHAMBER
OF COMMERCE



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Several years ago, when I was deciding whether Chuck's Car Care would join the Oak Ridge Chamber of Commerce, I had a few reservations. After all, as the owner of what is sometimes called a "mom and pop" business, I wondered how my small company could possibly benefit from an Oak Ridge Chamber program of work that dealt with some very big issues. In fact, if you had told me then that this small business owner would one day become chairman of the chamber's board of directors, I would probably have laughed out loud. Now, though, I am convinced that this Oak Ridge Chamber of Commerce program represents one of the most important opportunities that my business – and yours – will have this year.

Why? Because I am tired of hearing phrases like "in these tough economic times" or "during this recessionary period" or "due to a soft economy." In fact, I have chosen to ignore them because I believe that strong businesses and strong communities can weather any economic storm and emerge stronger than ever

before. And I believe that a strong chamber – like ours – is a vehicle for building stronger businesses and a stronger community.

I've learned that I can build a better company by working *on* my business rather than *in* my business. And I've learned that my company can build a better market and a stronger community by working on a stronger Oak Ridge through the volunteer time and financial resources that I invest in the Oak Ridge Chamber of Commerce.

The future is brighter for my business and for yours. One reason it is brighter is because our Oak Ridge Chamber of Commerce – yours and mine – is fully engaged in making it so.

Sincerely,

Chuck Hope

Owner, Chuck's Car Care

Chairman, Oak Ridge Chamber of Commerce

FOCUSING YOUR LIGHT

When I was in elementary school my science teacher showed me how to start a fire by focusing sunlight through a magnifying glass. I thought about that lesson the first time Chamber Board Chairman Chuck Hope told me that the future for Oak Ridge looks bright. Your Oak Ridge Chamber of Commerce is very much like that elementary school magnifying glass. As an organization, we are a lens through which the sunlight of the Oak Ridge business community is focused.

2010 marks the Oak Ridge Chamber's sixty-first year as a magnifying glass for the Oak Ridge business community. Led by volunteers like Chuck Hope, our officers, executive committee and board of directors, the Chamber been an advocate for pro-business legislation, a source of support for existing business expansion, and a leading recruiter for new enterprises and new residents. With a professional staff committed to positioning volunteers for success, the Oak Ridge Chamber of Commerce has been consistently acknowledged as one of America's best. What makes us different from many of our peer chambers is a strategic

plan driving tactical program of work actions that are focused on seven key areas of concern: political action, organizational value, community image, job creation and capital investment, housing and population growth, retail and commercial development and our new Center for Leadership and Community Development.

I hope you'll take time today to choose one or more area of interest on which to shine your light through engagement with our Chamber. You'll be surprised at how much heat we can generate.

Sincerely,

Parker Hardy, CCE

President, Oak Ridge Chamber of Commerce

Political Action

Critical Outcome:

To ensure successful accomplishment of the Chamber's critical outcomes, it will be necessary to secure support from all levels of government.

Vice Chairman 2010 – Kerry Trammell, NHC Oak Ridge

Tactical Actions 2010

- Communicate the voice of business to all levels of government.
 - Attend Oak Ridge City Council meetings and other City board, commission and committee meetings to convey Oak Ridge Chamber positions on business issues;
 - Develop legislative agendas & policy statements on local, state and federal issues and communicate that agenda to elected and appointed government officials;
 - Coordinate visits for Chamber members to travel to Nashville and Washington to advocate Chamber positions face-to-face to elected and appointed government officials; and
 - Develop and utilize a “communications” vehicle for Chamber member use to convey their opinions to elected officials on votes that are critical to the success of business in Oak Ridge.

- Refresh the Chamber's *Speak Out!* Political action newsletter to encourage wider readership and response, including more local, state and national issues.
- When appropriate, endorse applicants for City Council-appointed positions on key City Boards and commissions, using the criteria already adopted by the Chamber's Board of Directors.
- Through the Chamber's Development Forum provide input to appropriate public bodies regarding city policies impacting new development and redevelopment opportunities.
- Develop relationships with congressional and gubernatorial candidates and their key staffers, hosting Candidates' Forums as appropriate.

Organizational Value

Critical Outcome:

The Oak Ridge Chamber of Commerce and its support corporation, the Oak Ridge Economic Partnership, will be ranked among the top 5% of membership-based economic development and business advocacy organizations in the United States as evidenced by membership service and development, financial performance, customer service and local and national recognition.

Vice Chairman 2010 – Veronica O’Hearn, URS
Washington Division

Tactical Actions 2010

- Enhance the Chamber Connectors volunteer team to become from the chamber’s “front line” contact with members.
 - Advise members on how to make the most of their Chamber membership;
 - Recruit new members; and
 - Retain existing memberships.
- Conduct events and programs that provide members with business building opportunities and value for their Oak Ridge Chamber membership investment. These will include, but not be limited to:
 - Conducting the 9th Annual Business EXPO;
 - Hosting a Membership Appreciation Golf Tournament;

- Securing sponsors and promoting member-hosted Business & Breakfast and Business After Hours networking opportunities for Oak Ridge Chamber members;
- Hosting our Annual Meeting & Holiday Reception and Program of Work Kickoff events; and
- Exploring a Member- to- Member Discount Program
- Continue to enhance communications vehicles with members
 - Expand the Chamber's website services;
 - Publish *acorn* printed newsletter;
 - Continue issuing the Chamber's weekly e-newsletter; and
 - Expand the use of social networking services such as Facebook and Twitter to communicate up-to-the-minute information to Chamber members.
- Develop a member recognition program
 - Acknowledge members when they reach 5, 10, 15 and more years of Chamber membership;
 - Feature new and current members in the e-newsletter and *acorn* through feature articles and other means; and
 - Conduct member surveys to better determine customer preferences, using volunteer Chamber Connectors and internet based programs to secure the data.
- Identify and pursue national and state awards and recognition that verify relevance of the Chamber's innovative programs and successes.

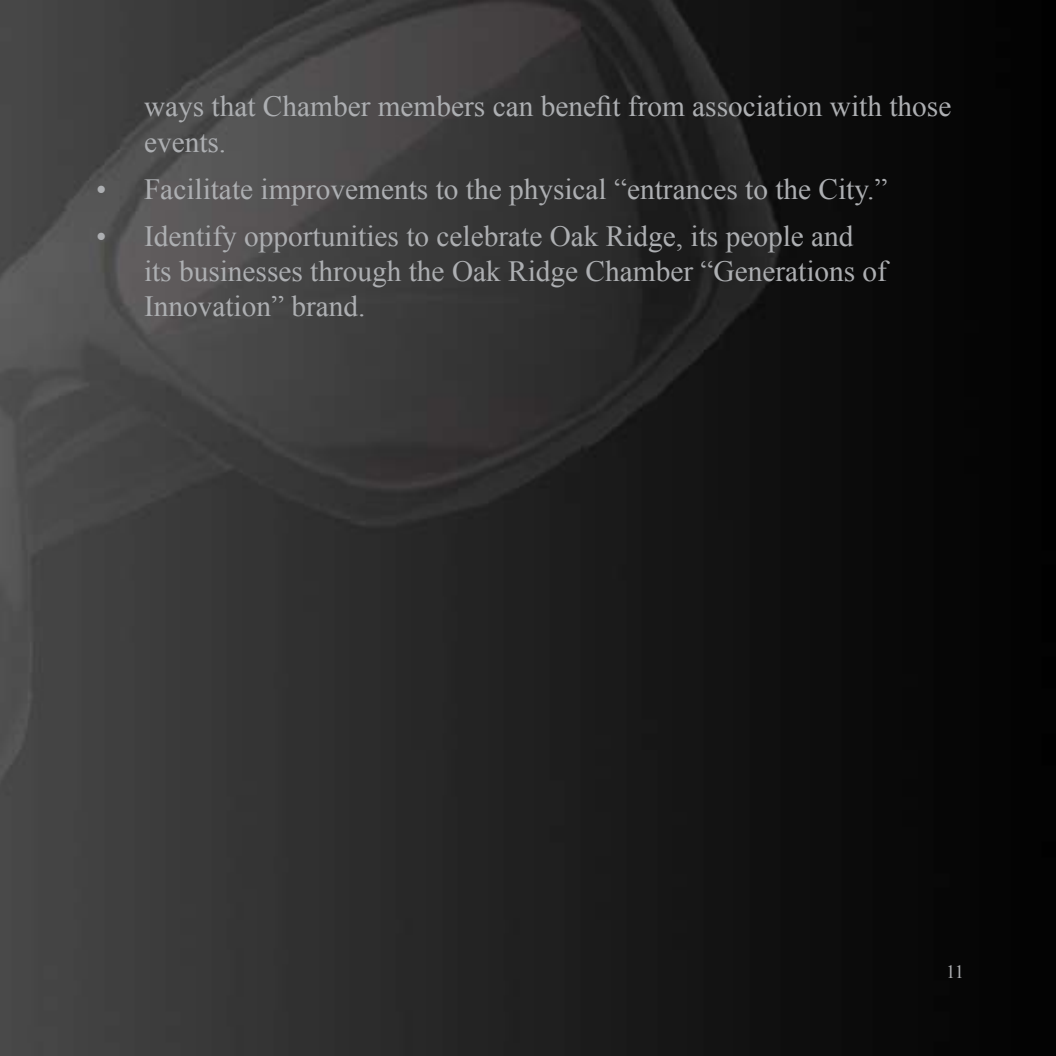
Critical Outcome:

Oak Ridge will be recognized as a desirable residential and business location and a gateway to the international community of science and energy, and a portal to the possibilities in innovation, education, and recreation.

Vice Chairman 2010 – Charles Crowe, C&C Advertising

Tactical Actions 2010

- Identify and promote what is good and unique about Oak Ridge quality of Life, schools, outdoor activities, healthcare services, family friendly neighborhoods, quality jobs, performing arts, youth programs, etc.
- Continue relationship with publishing partner CommunityLink to produce Ridges and Towncast in order to highlight community attributes.
- Conduct a Community Leadership Intercity Visit to Aiken/N. Augusta, South Carolina. Prioritize and facilitate implementation. Determine whether future trips to other communities are appropriate.
- Produce “Chamber-branded” special events for the community such as the Dogwood Run in April and the Christmas Parade in December. Support other groups in promoting their Oak Ridge events (Secret City Festival, Lavender Festival, Taste of Oak Ridge, Oak Ridge Rowing Association regattas, etc.) Identify



ways that Chamber members can benefit from association with those events.

- Facilitate improvements to the physical “entrances to the City.”
- Identify opportunities to celebrate Oak Ridge, its people and its businesses through the Oak Ridge Chamber “Generations of Innovation” brand.

Millennium

Titanium



Y-12, LLC



Gold



Partners

Copper



Silver



Bronze

Chuck's Car Care Center
 CDM Federal Programs
 NHC Oak Ridge
 Bacon Howard & Company
 Kramer Rayson, LLP
 Thermocopy

Proforma
 Oak Ridge Gastroenterology Associates
 NetGain Corporation
 Endoscopy Center of Oak Ridge
 Coldwell Banker Wallace & Wallace
 Blaine Construction Company
 C&C Advertising

Herron Connell Insurance
 CH2MHILL
 Advanced Management, Inc.
 Akins Crisp Public Strategies
 Avisco
 Shaw E & I

Critical Outcome:

Oak Ridge will become a shopping destination for residents of Anderson, Roane, Campbell, Scott, and Morgan counties—tracked by achieving a growth rate in retail sales that exceeds the Innovation Valley average.

Vice Chairman 2010 – Stephen Whitson, HS Whitson Construction

Tactical Actions 2010

- Persistently advocate for re-development of the Oak Ridge City Center.
- Partner with affiliate organizations to identify opportunities to encourage shopping in Oak Ridge.
- Identify and recruit retail and commercial enterprises interested in locating in Oak Ridge through participation in the International Council of Shopping Centers (ICSC). Capitalize on the business leads available through the organization, using volunteers with to build relationships with prospects.
- Conduct roundtable discussions with retailers to identify needs and opportunities for collaboration.
- Communicate to the business community the free and low cost consulting, training and support services available to small businesses through the Oak Ridge Small Business Development Center housed at the Chamber.

Critical Outcome:


Oak Ridge will be recognized as a 'residence of choice' within the Innovation Valley as evidenced by population and housing stock growth documented by the 2010 census and other more frequent measurement tools.

Vice Chairman 2010 – Stan Mitchell, *The Oak Ridge Observer*

Tactical Actions 2010

In 2010, the focus will continue to be getting people that work in Oak Ridge to live in Oak Ridge. This will be addressed by:

- Expanding the Live Where You Work campaign.
 - Implement the relocation marketing plan which focuses on six target markets and utilizes numerous methods which cross over multiple markets; and
 - Continue and expand efforts to build relationships with human resources professionals, hiring professionals and recruiters.
- Facilitate developers' efforts to build homes in Oak Ridge, targeting the price points identified in the Live Where You Work marketing plan.
- Identify and assist developers interested in building corporate housing and/or upscale apartments in Oak Ridge.

- 
- Lead the community's working groups established as a result of the 2009 Oak Ridge Chamber hosted Housing Summit. Those groups are focused on four key initiatives:
 - Code enforcement
 - Apartments
 - Incentives for redevelopment of older homes
 - Community block parties

Critical Outcome: *By 2011, Oak Ridge will see an increase of 1,750 basic jobs and \$100 million in new capital investment over 2006 statistics.*

**Vice Chairman of Job Creation/Capital Investment and
Chairman of the Oak Ridge Economic Partnership:**

David Bradshaw, SunTrust Bank

Tactical Actions 2010

- Through Innovation Valley Inc., continue promoting the Innovation Valley brand in accordance with the 2007 Strategic Blueprint, focusing on the following areas:
 - Technology & Entrepreneurship (*Oak Ridge Economic Partnership lead*)
 - Education & Workforce Development
 - Global Marketing
 - Business Retention
 - Public Policy
 - Resources for Living
- Market Oak Ridge as a preferred business location to site selection consultants and corporate decision makers, concentrating on the industry sectors identified in the Battelle Technology Strategy:
 - Instrumentation
 - Nuclear Supply Chain
 - Bioenergy
 - Energy Materials
 - Automotive Suppliers

- In conjunction with the Innovation Valley Director of Technology, implement the Battelle Technology Strategy to better maximize the region's technology assets in overall economic development efforts.
- Lead existing business development initiatives to encourage companies to stay, grow and prosper in Oak Ridge:
 - Support Director of Technology efforts to build a supplier network of local manufacturers related to the industry sectors identified in the Battelle Technology Strategy
 - Continue robust industry visitation program introducing companies to resources from TVA, Tennessee ECD, US Dept. of Commerce, Roane State, Mining & Matching, UT, ETHRA, ORUD and Tennessee Career Center
 - Partner with ETEBA member firms to diversify the environmental cluster
- Advance education and workforce development initiatives to better address issues and concerns of new and existing companies:
 - Promote community and business involvement in Science, Technology, Engineering and Math (STEM) education initiatives, including Vols4STEM
 - Actively participate in the Tennessee Energy, Industry and Construction Consortium (TEICC) to ensure a diverse, skilled workforce to meet future industry needs
 - Support communications strategy for Oak Ridge Schools Foundation regarding new statewide education standards

- Promote an entrepreneurial culture by partnering with proficient allies:
 - UT-Battelle/ORNL / B&W Y-12
 - Technology 2020 / CEG
 - Innovation Valley Technology Council
 - Tennessee Small Business Development Center
 - BERO (Global Entrepreneurship Week)
- Develop & maintain resources to facilitate doing business in Oak Ridge:
 - Comprehensive, user friendly web site
 - Aggressive spec building program
 - Industrial/Office Space Listing
 - Industrial Services Directory

Center for Leadership & Community Development

Formation Board Chairman - Eric Abelquist, Oak Ridge Associated Universities

Complete the formation of the new Oak Ridge Center for Leadership & Community Development as an affiliate the Oak Ridge Chamber of Commerce. Through the Center:

- Transition the Leadership Oak Ridge organization into the new Center.
- Develop and implement the 2010 Leadership Oak Ridge program.
- Continue support of the Young Professionals of Oak Ridge and assist the group as they formalize their organization and mission.
- Identify additional opportunities for impact on Oak Ridge through the Center.

**2010 Oak Ridge
Chamber of Commerce Board of Directors**

Chuck Hope
Chairman of the Board
Chuck's Car Care

Tom Beehan
Mayor, City of Oak Ridge

Mike Belbeck
*Methodist Medical
Center of Oak Ridge*

David Bradshaw
SunTrust Bank

Robert Brown
*U.S. Department
of Energy*

Gary Cinder
City of Oak Ridge

Charles Crowe
C&C Advertising

Brenda Curtis
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George Dials
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Services*

Leslie England
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Homer Fisher
University of Tennessee

Peggy Hanrahan
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Melinda Hillman
*Roane State
Community College*

Tom Hilton
*Y-12 Federal
Credit Union*

Wayne Hope
*Enrichment Federal
Credit Union*

Mike Johnson
Energy Solutions

Rex Jones
Pinnacle Financial Group

Darrel Kohlhorst
B&W Y-12

Stan Mitchell
The Oak Ridge Observer

Stacy Myers
*Advanced Management,
Inc.*

Susanna Navarro-Valenti
Navarro Engineering

Veronica O'Hearn
URS Washington

Amit Patel
Staybridge Suites

Andy Page
ORAU

Henry Perry
HM Enterprises, Inc.

Billy Stair
UT-Battelle

Kerry Trammell
NHC Oak Ridge

Mike Twine
G2 Engineering

Jim Vogelsang
USEC

Terry Wheeler
TK Wheeler Jewelers

Stephen Whitson
HS Whitson

**2010 Oak Ridge
Oak Ridge Economic Partnership
Board of Directors**

David Bradshaw
Chairman of the Board
SunTrust Bank

Tom Ballard
UT-Battelle/ORNL

Tom Beehan
Mayor, City of Oak Ridge

Sherry Browder
SAIC

Pete Craven
*AllMeds, Inc. - Board of
Directors*

Louise Dunlap
UT-Battelle/ORNL

Parker Hardy
*Oak Ridge Chamber
of Commerce*

Randall Spickard
B&W Y-12

Lawrence Young
CROET



Mission Statement

*The mission of the Oak Ridge Chamber
of Commerce is to enhance the
economic vitality of the greater Oak
Ridge area while providing value
to our members.*

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Oak Ridge Chamber of Commerce**

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