

## BOARD OF ADVISORS & MOMENTUM INVESTORS

### PLATINUM LEVEL

American Bank  
ATMOS Energy  
Baylor Scott & White Medical Center - Hillcrest  
Baylor University  
BBVA Compass  
Cat Logistics - Work Tools Dist.  
Caterpillar Work Tools  
City of Waco  
Community Bank & Trust  
Curves International Inc.  
Extraco Corporation  
First National Bank of Central Texas  
First Title Company of Waco, LLC  
FirstCity Financial Corp.  
H-E-B  
L-3 Platform Integration  
M. Lipsitz & Co.  
McLennan County  
National Lloyds Insurance Company  
Profiles International, Inc.  
Providence Healthcare Network  
SpaceX  
The Clifton Group  
The Wallace Group  
Thomas G. Salome  
Tymco, Inc.  
Waco Industrial Foundation  
Wal-Mart Supercenter #1254

### GOLD LEVEL

Bank of America  
Wells Fargo Bank, N.A.

### SILVER LEVEL

Allergan  
American Income Life Insurance  
Beard Kultgen Brophy Bostwick, Dickson & Squires, L.L.P.  
Ben E. Keith Beverages  
Bird-Kultgen, Inc.  
Brazos Electric Power Cooperative, Inc.  
BRD Management, Inc.  
Cargill Value Added Meats  
Central National Bank  
Clearview International  
Domtar  
DuPuy Oxygen & Supply Co.  
GENCO Federal Credit Union  
Home State Insurance Group  
Jaynes, Reitmeier, Boyd & Therrell, P.C.  
Mars Chocolate North America  
Sheehy, Lovelace & Mayfield, P.C.  
Stableride Manufacturing Company  
Tejas Logistics System  
Waco Tribune-Herald  
Walker Partners

### BRONZE LEVEL

Advanced Concepts & Technologies Int.  
Allen Samuels Chevrolet & Mercedes Benz  
Allen Samuels House of Travel  
Alliance Bank Central Texas  
AMC Financial Holdings, Inc.  
American Classifieds  
American Guaranty Title  
Blackhawk Modifications, Inc.  
Blue Bell Creameries, L.P.  
Brown Properties  
Capstone Mechanical  
Carter BloodCare  
Centex Carpet/Schwartz Design Center  
Chase  
Crawford-Austin Properties  
CWA Construction, Inc.  
Dove Hill Partners, L.P.  
Dunnam & Dunnam, LLP  
Easy Gardener Products, Inc.  
Educators Credit Union  
Examination Management Services, Inc.  
Extraco Banks  
Glazer's Wholesale Distributors  
Grande Communications  
Haley & Olson P.C.  
Hampton Inn & Suites Waco South  
Independent Bank  
Insurors of Texas  
Jon W. Spelman Company  
July Business Services  
Kelly, Realtors  
Lehigh Cement Co.  
MarathonNorco Aerospace  
McLennan Community College  
Members Choice of Central Texas FCU  
Naman, Howell, Smith & Lee, PLLC.  
Newcrest Image  
Oak Farms Dairy  
Oncor Electric Delivery  
Pakis, Giotos, Page & Burleson, P.C.  
Ratliff Ready-Mix, LP  
RBDR  
Richard Karr Motors  
Rick Sheldon Real Estate  
Sanderson Farms, Inc.  
Scott & White Health Plan  
Scott & White Healthcare  
Spenco Medical Corporation  
Stanley Strum  
Sturdisteel  
Texas First State Bank  
Texas State Technical College Waco  
Tractor Supply Co. Distribution Center  
Triliji Group  
TWC Business Class  
TXU Energy/Luminant  
Vogel Financial Group  
Waco Coca-Cola Bottling Company  
Waco Independent School District  
Waco Jewelers

## BOARD OF DIRECTORS

### DIRECTORS, ELECTED 2012-2014

Ryan Lindsey, *Oldcastle Materials, Inc.*  
Lauren Dreyer, *SpaceX*  
Neil Ling, *GENCO Federal Credit Union*  
CARLOS LOPEZ, *Wal-Mart Stores*  
Parker Pieri, *The Dwyer Group*  
James Recks, *AMC Financial Holdings, Inc.*  
Mark Reynolds, *Extraco Banks*  
John Vizner, *Caterpillar Work Tools*  
Gary Vogel, *Vogel Financial Group*

### DIRECTORS, ELECTED 2013-2015

Ashley Allison, *Waco Foundation*  
Randy Crawford, *First National Bank of Central Texas*  
Keith Helpert, *K4 Construction, LLC*  
Bernadette Hookham, *RBDR PLLC-Architects*  
Mike McKenzie, *State Farm*  
Alfred Solano, *Texas Document Solutions*  
Brad Harrell, *KW Commercial*  
Troy Totten, *Mars Chocolate North America*  
Hal Whitaker, *Englander DsignPak, LLC*  
Michael Wright, *L-3 Platform Integration*

### DIRECTORS, ELECTED 2014-2016

Penny Dulock, *First Title Company of Waco, LLC*  
Bill Davenport, *H-E-B*  
Brett Esrock, *Providence Healthcare Network*  
Greg Groves, *Trane*  
Jim Holmes, *FirstCity Financial Corporation*  
Kary Lalani, *Homewood Suites by Hilton-Lalani Lodging, Inc.*  
James Nelson, *Community Bank & Trust*  
Loren Schwartz, *Merrill Lynch Wealth Management*  
David Tekell, *Tekell & Adkins, L.L.P.*  
Rick Tullis, *Capstone Mechanical*

### DIRECTORS, APPOINTED 2014

Roy Barrett, *Naman, Howell, Smith & Lee, PLLC.*  
Anthony Billings, *Workforce Solutions for the Heart of Texas*  
Shane Turner, *Kunkel Construction, Inc.*  
Ted Teague, *Allen Samuels Dodge Chrysler Jeep Ram Fiat*  
Ronnie Glaesmann, *Curves International Inc.*  
Erik Hill, *Coldwell Banker Jim Stewart, Realtors*  
Dermot Manton, *Allergan*  
Joseph Nesbitt, *Central National Bank*  
Jon Spelman, *Jon W. Spelman Company*  
Charles Wiley, *Time Manufacturing Company*

## GREATER WACO CHAMBER STAFF

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## We've Got

# MOMENTUM

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

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

### GOAL 1

#### Grow Greater Waco...

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

### GOAL 2

#### Develop Our Workforce...

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

### GOAL 3

#### Reinforce Positive Perceptions...

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

### GOAL 4

#### Improve Strategic Community Areas...

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

### GOAL 5

#### Support a Culture of Implementation...

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

## EXECUTIVE COMMITTEE



MICHAEL REITMEIER

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

**CHAIR-ELECT**  
Glenn A. Robinson  
Baylor Scott & White Medical Center - Hillcrest

**VICE CHAIR/TREASURER**  
Tate Christensen, Barsh Company

**VICE CHAIR**  
Mark Reynolds, Extraco Banks

**PAST CHAIR**  
Ed Page, H-E-B

**PRESIDENT / CEO**  
Matt Meadors, Greater Waco Chamber



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# 2014

GREATER WACO CHAMBER

# PROGRAM OF ACTION



WacoChamber.com • (254) 757-5600

# ONE CHAMBER. ONE MISSION. ONE PLAN.

## MISSION:

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

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

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

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

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

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



101 S. Third St. • Waco, TX 76701

## Goals for GREATER WACO

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

## Focus Areas of NEXT LEVEL STRATEGY

### DEVELOP GREATER DOWNTOWN AND THE BRAZOS RIVERFRONT

Be a champion for implementing Greater Downtown Plan  
Find businesses and investors for 5+ new projects  
Advocate for 21st Century transit and high-speed rail  
Advance parks, urban strategies and green initiatives  
Develop cultural arts center and incubator

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

Focus on target clusters and high wage jobs  
Participate in development of research park and mega-site  
Build demand for development of Class A buildings  
Increase incentives and capital available for projects  
Use technology to market to our primary audiences

### BECOME A MAGNET FOR TALENT

Promote Greater Waco for young professionals and young families  
Provide access to entrepreneurial infrastructure  
Utilize alumni networks to attract and retain graduates  
Engage Young Professionals Network to affect positive change  
Advocate for graduation, college and training

## DIVISIONS OF THE CHAMBER

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

### Economic Development

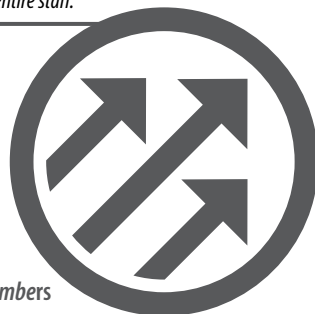
— Attracting the businesses and jobs of the future

### Community Development

— Making Greater Waco a magnet for talent

### Organization Development

— Creating value and engaging our members



## ECONOMIC DEVELOPMENT

### RESPONSIBLE FOR—

- Resource Development & Strategy Implementation
- Regional Initiative
- Business Recruitment
- Business Retention and Expansion
- High Impact Entrepreneurship and Innovation
- Major Marketing Initiatives
- Product Development
- Urban and Riverfront Development

### ACTION ITEMS—

- Engage and develop investors and connect Economic Development partners to advise the implementation of Next Level Strategy goals;
- Build Greater Waco economic development capacity through increased collaboration among and creation of resources to support economic development in McLennan County communities;
- Create collaboratives that attracts increased economic activity and advances Central Texas as next major region in the Texas Triangle;
- Attract five new companies and five expansions, announcing 500 jobs, \$80 million in capital investment and 500,000 square feet of real estate activity;
- Generate relationships with target industries and consultants through 50 outbound marketing events;
- Identify and respond to opportunities to attract high-wage employers by generating 155 leads, developing 120 proposals and 50 inbound site visits to Greater Waco;
- Market to and engage local target industries through alliances focused on talent development in aviation, advanced manufacturing, healthcare and supply chain;
- Act on opportunities and address challenges identified thru 100+ annual Business Retention and Expansion visits and six corporate headquarter visits;
- Create sensible, sustainable urban development opportunities in Greater Downtown;
- Create opportunities for Greater Downtown business owners and promote downtown business activity;
- Advocate for quality place-making initiatives including investment in attractive, accommodating public spaces and facilities, cultural assets and financial tools to attract private development;
- Facilitate the Waco-McLennan County Economic Development Corporation and Foreign Trade Zone and secure long-term funding solution for economic development incentives;
- Manage, market and develop strategic assets through the Waco Industrial Foundation;
- Work with Baylor, BRIC and entrepreneurs to grow globally-impactful, scalable innovations and companies;
- Craft target industry and regional brand marketing message to promote through Chamber publications, Greater Waco events, internal stakeholders and public relations campaign; and
- Maintain a comprehensive market research program for Greater Waco region.

### STAFF

**Kris Collins**, Senior Vice President  
**Chris McGowan**, Director, Urban Development  
**Seth Morris**, Director of Project Management  
**Whitney Richter**, Marketing and Research Manager  
**Debbie McCutchen**, Coordinator

### PUBLICATIONS

Annual Report  
Chamber eNewsletter (weekly)  
Economic Development eNewsletter (quarterly)  
Greater Waco Regional Map (biannual)  
Hour Economy (quarterly)  
Program of Action (annual)  
Waco Community and Referral Guide (annual)  
Waco Chamber & Business Quarterly

### WEBSITES

GreaterDowntownWaco.com  
StarburstGolf.com  
TriWaco.org  
WacoAviation.com  
WacoChamber.com  
WacoCustomReports.com  
WacoProspector.com  
WacoWeDoArts.com  
WacoWeDoSports.com  
WacoYP.org

## ORGANIZATION DEVELOPMENT

### RESPONSIBLE FOR—

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

### ACTION ITEMS—

- Present the First National Bank of Central Texas Sports Luncheon series;
- Produce Starburst Junior Golf Tournament and TriWaco triathlon;
- Sponsor the Allen Samuels Chamber Golf Classic;
- Promote Waco as sports center by assisting with the U.I.L Playoffs;
- Stage the Equipment Depot MidTex Farm and Ranch Show;
- Market the Chamber as region's leading economic and community development organization;
- Use websites and eNewsletter to inform members and promote attendance at events;
- Publish Waco Community and Referral Guide;
- Produce quarterly magazine, website and eNewsletter to inform members of the Chamber work and opportunities to get connected;
- Host Business After Hours, SchmooszaPalooza Business Expo and networking events, annual banquet, Mid-year Membership Luncheon and other networking events;
- Recognize innovative and creative businesses through the Business Innovator Awards recognition banquet;
- Raise program funding through Total Resource and Momentum campaigns; and
- Engage and recognize Board of Advisors and Momentum investors for their leadership and financial support; and
- Promote membership benefits, committee involvement and membership discount program.

### STAFF

**Linda Beasley**, Executive Vice President  
**Amber Greenwood**, Vice President, Resource Development  
**Ashley Futris**, Director of Sports and Special Events  
**Christie Harper**, Director of Membership & Investor Relations  
**Julina Macy**, Director of Communications  
**Jean Lathern**, Office Manager  
**Keith Kusler**, Art Director  
**Chris Davis**, Sports and Special Events Coordinator  
**Christy Sanders**, Organizational Development Coordinator  
**Kat Nelson**, Public Relations Specialist  
**Debbie Sherman**, Office Assistant

## CONNECTIONS

### ANNUAL EVENTS

Annual Banquet (February)  
Business Innovator Awards (November)  
Economic Forecast Luncheon (Oct/Nov)  
First Pitch Luncheon (March)  
Freedom Ball (November)  
Kickoff Luncheon (August)  
Media Luncheon (September)  
Mid-Tex Farm and Ranch Show (January)  
Mid-year Membership Luncheon (July)  
SchmooszaPalooza After Hours and Business Expo (September)  
Tipoff Luncheon (October)  
Total Resource Campaign (May-August)  
TriWaco Triathlon (July)

### OTHER EVENTS

1000 Friends of Waco (monthly)  
Area Economic Development Council (monthly)  
Area Industry Managers (quarterly)  
Business After Hours (monthly)  
Greater Waco Arts Alliance (monthly)  
Greater Waco Aviation Alliance (quarterly)  
Health Care Alliance (quarterly)  
Hour Economy Luncheon (quarterly)  
Member Networking Forum Luncheon (monthly)  
New Member Luncheon (monthly)  
Supply Chain Alliance (quarterly)  
Technology Business Briefing (bi-monthly)  
Young Professionals Networking (monthly)

## COMMUNITY DEVELOPMENT

### RESPONSIBLE FOR—

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

### ACTION ITEMS—

- Collaborate with employers, colleges and job training entities to identify and address current and future requirements for talent;
- Prepare and engage a new generation of leaders through Leadership Waco, Teen Leadership Waco, Young Professionals and Collegiate Forum;
- Grow and strengthen the LEAD mentoring program to impact more high school students;
- Retain more college graduates in the Greater Waco workforce;
- Influence public policy and legislation through policy positions, community and membership engagement and regional relationship efforts;
- Raise community expectations through Leadership InterCity Visits and Great Cities programs and as an advocate for urban design and sustainability;
- Support the arts and build case for a cultural district;
- Partner with Education Alliance and others to increase graduation rates in public schools;
- Support education and workforce development initiatives such as Career and Technical education, mentoring and internships programs to serve targeted industries; and
- Priorities in 2014 are Talent Development, Education and Workforce, Public Policy relationships

### STAFF

**Ken Hampton**, Senior Vice President  
**J.D. Windham, Jr.**, Director of Community Development, Talent and Workforce Development  
**Rachel Martinez**, Director of Community Development, Leadership and Education

### COMMUNITY PARTNERSHIPS Staff Represents Chamber on Boards and Committees

A.J. Moore Advisory Board (Ken Hampton)	Leadership Forum (Matt Meadors)
ALCOA Community Advisory Board (Chris McGowan)	North Waco Planning Group (Chris McGowan)
Communities in Schools Board/Treasurer (Linda Beasley)	Poverty Solutions Environmental Task Force (Chris McGowan)
Community Visioning Steering Committee (Ken Hampton)	Poverty Solutions Steering Providence Healthcare Network (Chris McGowan)
Downtown Development Corporation (Chris McGowan)	Advisory Board (Ken Hampton)
Education Alliance (Matt Meadors / Ken Hampton)	Public Improvement District Advisory Board and Committees (Chris McGowan)
Greater Waco Arts Alliance (Chris McGowan)	Quinn Campus (Ken Hampton)
Heart of Texas Council of Governments Air Quality Advisory Committee (Kris Collins)	Texas Economic Development Council U.S. Chamber Committee 100 (Matt Meadors)
Heart of Texas Homeless Coalition Board (Chris McGowan)	Workforce Development Board (Kris Collins)
Heart of Texas Urban Gardening Coalition Board (Chris McGowan)	Waco Business League (Matt Meadors)
Industrial Asset Management Council Lake Brazos Rotary Club Board/Sgt. at Arms/Membership Chair (Chris McGowan)	Waco Cultural Arts Fest (Ken Hampton)
Leadership Plenty Institute Advisory Board (Linda Beasley)	Waco Downtown Farmers Market Alliance (Chris McGowan)
	Women of Texas Leadership Summit (Amber Greenwood)
	WISD Partners in Education/Adopt-a-School (Ken Hampton)
	YMCA of Central Texas (Ken Hampton)