



2012 Program of Work

The Robins Regional Chamber of Commerce is a membership organization. Its purpose is to help members become more profitable and realize a return on their investment in the Chamber. The Chamber accomplishes this by representing and promoting the interests of its members and the business community.

Vision Statement

We will be the Robins Region's organization of choice for business leadership, providing an effective voice for championing a world-class business environment and an outstanding quality of life.

Mission Statement

The Robins Regional Chamber is a business-based, volunteer, member-supported organization working full-time to preserve, enhance and expand the opportunities for orderly growth of business, industrial, professional, educational, and military communities. In doing so we seek to generate positive business exposure, leadership development, a pro-active business voice, and valuable marketing opportunities for our members. Our objectives are to preserve and increase jobs, capital investment and opportunities for economic growth in Georgia's Robins Region. The business of the Chamber is business.

Operating Principles

1. Operate the Chamber as an ethical, financially stable, member-driven business organization that represents the needs and expectations of the Chamber membership.
2. Plan and conduct non-dues revenue generating projects and special events that support the needs and expectations of the membership and balance the budget. Insure project budgets are prepared prior to implementation, and financial performance is summarized at their conclusion.
3. Organize and employ the Chamber's resources to fulfill the Chamber's Strategic (Long-Term) and Tactical (Short-Term) Plans. Chamber resources may only be committed in support of the Chamber's programs and its members.
4. Ensure the Chamber Board is demographically and geographically representative of the Chamber membership and the community.



5. Identify and integrate emerging community leaders into Chamber activities; provide them mentoring and leadership experience; and encourage them to seek leadership roles in the public and private sectors.
6. Within budget, and as an ancillary effort, support and/or facilitate critical community initiatives as authorized by the Board on a case-by-case basis where it is clear their success or failure depends on the Chamber's participation.

Guidelines for Development of Program of Work

1. A Volunteer Chair/responsible party is identified to provide leadership for each project identified in the Tactical Plan. A staff member is designated to be present at each meeting held under the auspices of the Chamber to help provide continuity and coordination support. Responsibility of setting, announcing, conducting, recording, and canceling meetings rests with the respective Chair.
2. Chamber Senior Vice President administers the Chamber calendar; schedules all events; and avoids conflicting or "stacking" events that will exhaust Chamber resources (i.e., Leadership Class and Division meeting and Business After Hours in same day).
3. Membership investment schedule to be formally reevaluated every 3 years. Last major adjustment made in 2006 affected banks, manufacturers and multiple locations of same corporate business. Internal Affairs Committee in 2009 and 2010 opted to hold off on major dues changes due to economic conditions. For 2011, the Chamber's Board determined at Goals Conference to conduct a formal exploration of alternative methods of assessing dues and this is incorporated in this year's Tactical Plan.

Theme for 2012

"Together We Win"

Key Priorities for 2012

1. Simplification
2. Communication
3. Accommodation

Task Methodology & Advisory Leadership

Priority Tasks: Determined during Goals Conference, November, 2011 and listed in priority sequence under each Division.

Organization: The Chamber organizes and employs its resources in the most efficient and effective manner to accomplish the objectives of its 2012 Program of Work.



The Base of Success.

1. Committee – Normally used when addressing multiple objectives, when continuity is essential, and/or when there are complex tasks that will require 6 months or longer to complete.
2. Task Force – Used where there is a single or limited objective, and where the task is short-term. Task Forces are most effective when there is a clear time line from beginning to ending and the task can be accomplished in less than 6 months. This is normally the most efficient use of volunteer time and the most popular.
3. Monitoring – Normally accomplished by a single person where a minimal but continuing commitment is needed to keep the Chamber leadership informed. If issues develop that require attention or clear objectives emerge, the board can quickly expand this into a Task Force.

Executive Committee. Chairman – Shaw Blackmon; Chair-Elect – Walter ‘Randy’ Randall Blackmon; Past Chairman John Howell; Vice Chairman, Internal Affairs- Jessica Shoudel; Vice Chairman Business Development – Kenny Kitchens; Vice Chairman Educational Affairs – Joy Dyer; Vice Chairman Governmental Affairs – Justin Ritchie; Vice Chairman Community Affairs – Priscilla Kennedy; and Interim President Guy Starling.

Purpose: To coordinate and provide oversight for ongoing Chamber programs; provide advice to the Chamber Chairman; maintain continuity between Board Meetings; and to discuss issues and prepare recommendations for Board policy decision and/or action.

Officers serve as the official Chamber spokesmen; representing the Chamber at social and community functions. Officers contact members being recommended for termination and encourage them to reconsider. Officers visit selected members whose dues do not reasonably conform with the existing investment schedule, and discuss the possibility of adjustment.

Senior Advisory. Chair – John Howell; Members – Past Chamber Chairmen Kathy Balletto, Rick Drury, Neil Suggs, and Steve Williams; Chairman Shaw Blackmon; Chairman-Elect Walter ‘Randy’ Randall, and Interim President & CEO Guy Starling.

The 5 Immediate Past Chairmen meet bi-monthly to discuss major Chamber issues and provide advice to the Incumbent Chamber Chairman, Chairman-Elect and President. Senior Advisory is responsible for selecting the awardees to be recognized at the Annual Banquet. All Past Chamber Chairmen and Presidents are invited to participate in the December meeting and photo session.

Business Development Division



Business Development Division. Chair – Kenny Kitchens Board Members – Jimmy Autry, Kathy Balletto, Marsha Buzzell, David Carr, Mary Coon, Bruce Hullett, Joe Jahnke (AIC Chairman), and Morgan Law.

Purpose: To enhance business development in the Robins Region, to include new industries, existing industries, tourism and small businesses; to recognize and support the business community and its employees; to continually assist employment needs; and to preserve, through planned growth, the high quality of economic development which currently exists in the Robins Region. Responsibilities include verbal and written reports on the division's activities.

Robins Regional Business Forum: Co-Chairs: Jimmy Autry & Kenny Kitchens Plan and conduct these quarterly "lunch & learn" events to provide a forum for members on business trends, forecasting, and critical issues facing small business.

Shop Regional Program: Chair: Cheryl Taylor
Continue to plan and conduct a program to encourage businesses and residents to shop regionally.

Small Business and Employee Recognition: Co-Chairs: David Carr & Bruce Hullett Identify, coordinate, prepare and submit monthly nominations for and recognition of local small businesses and outstanding employees. Utilize photo sharing and other web 2.0 and social networking technologies to enhance promotion of these awards.

Tourism Development: Chair: Kenny Kitchens
The committee partners with the Warner Robins Convention and Visitors Bureau (CVB) and the Museum of Aviation to develop, support and exploit tourism opportunities for the benefit of Chamber and community businesses. The Chamber and the CVB collaborate to produce a multi-purpose community guide and map. The committee participates in joint planning, coordination and execution of programs that create and expand opportunities which improve destination/relocation appeal to visitors.

The Committee is also a key advocate in generating business support for initiatives of Keep Warner Robins Beautiful and the Historic Heartland Travel Association.

Monitor proceedings and represent Chamber at key development meetings:

- Houston County Development Authority Board meetings. Liaison: Jimmy Autry
- Warner Robins Downtown Development activities. Liaison: Jimmy Autry
- Warner Robins Redevelopment Committee meetings.
- Centerville Downtown Development Authority meetings.

Aerospace Industry Committee (AIC): Chair: Joe Jahnke (confirmed)
Restricted Account



The Base of Success.

AIC is the Chamber's link between the civilian aerospace industry and the defense logistics community; developing and implementing its own program of work, subject to approval by the Chamber's Board of Directors. It operates in conformity with Robins Regional Chamber of Commerce Policies and Procedures. AIC conducts monthly luncheon meetings featuring key leadership from RAFB and other agencies as guest speakers. AIC plans, coordinates and conducts an annual golf tournament; part of the 10th annual Robins Regional Chamber/AIC & WR-ALC Requirements Symposium at the Miller-Murphy-Howard and Roquemore Conference Buildings at the Perry Agricultural Exposition Center, or an alternative location. AIC coordinates its annual Program of Work with the Military Affairs Committee and Warner Robins Industry Now Group to insure unity of effort. Chair attends Board of Directors Meetings as an Ex-Officio and reports on committee activities.

Community Affairs Division

Chair – Priscilla Kennedy – Board Members – Keith Brown, Gary Garrard, Christina O'Brien, and Trinette Rosales.

Purpose: To initiate, coordinate, supervise and provide continuity for Chamber activities that are of broad general interest to the membership and public. To effectively communicate and promote the activities through periodic briefings, reports, press releases, interviews and written articles; to increase attendance at these events and awareness of the Chamber's overall purpose.

1. Business on the Greens Golf Tournament: Co-Chairs: Shaw Blackmon & Ashley Sitz

Conduct the annual Business on the Greens Golf Tournament and Super Business After Hours Expo as a two day social and recreational outing, an opportunity to expand business-to-business relationships, and a major non-dues revenue generator. The Super Business After Hours will incorporate elements of the Chamber's Business Expo.

2. "Chamber Week": Co-Chairs: Priscilla Kennedy & Christina O'Brien

Develop a series of events, programs, special communications/publications/offers during the week leading up to the Business on the Greens Event. This week long celebration of all things Chamber will highlight each Chamber Division, increase sponsorship revenue, provide opportunities to enhance the Chamber brand, and increase visibility throughout the community.

3. Business After Hours: Co-Chairs: Keith Brown & Trinette Rosales



The Base of Success.

Work with Chamber staff to identify sponsors for the monthly premiere networking event; normally scheduled on the 2nd Thursday from 5:30 to 7 pm.

Increase the value of the Business After Hours experience by implementing new ways of encouraging networking interaction at these events. This committee will work on improving the overall member experience at Business After Hours, recommending new activities, staging techniques, non-profit participation opportunities, and networking ideas.

4. Christmas Parade: Chair: Fritz Marggraff

Plan, coordinate and conduct the 54th annual Warner Robins Chamber Christmas Parade.

Educational Affairs Division

Educational Affairs Division . Chair: Joy Dyer. Board Members: Ivan Allen, David Carpenter, Rick Drury, Robin Hines, Anna Holloway, Cindy Holmes, Ted Ramsdell, Dale Richmond, Jim Taylor, Steve Williams, and Howard Woodard- All public, technical and higher education institutions are invited to send ex-officio representation to the division meetings.

Purpose: To plan, coordinate, and raise funds to promote selected educational activities and advocate support of capital construction in the community; and to encourage lifelong learning opportunities for our citizens. Responsibilities include verbal and written reports on the division's activities.

Youth Leadership Robins Region: Chair: Amy Harmon

Identify sponsors for the Youth Leadership Robins Region Program; which develops young community leaders from Warner Robins, Northside, Veterans, and Houston County High Schools. 24 selections made by the respective schools. Education Division selects 2 at-large applicants from private/home schools in Houston County. For 2012 and beyond, the committee will explore and make recommendations to changes deemed necessary for further enhancements and ongoing development of the program.

Leadership Robins Region: Chair: Troy Hubbard

Conduct the 2012 Leadership Robins Region program.
Continue to develop a Leadership Robins Region Alumni Association
Plan the 2013 Leadership Robins Region program.



Business Education/Workforce Development: Chair:

Explore business training opportunities – partnerships with other organizations, within the Chamber, and possible development of initiatives, specific emphasis on entrepreneurship development.

Partner with post secondary institutions to support workforce development in the region.

Support the Georgia Work Ready Program throughout the communities that comprise the Robins Region.

Support the Certified Literate Community (CLCP) efforts to advance the literacy level and integrate minorities in the Robins Region. This includes promoting GED training and testing, conversational Spanish classes for front line employees, English-as-a-Second-Language, and citizenship training for immigrants. Helps minority businesses identify and participate in developmental training, and encourages them to invest in training and certification programs for their employees. The division recommends minority business leaders to the Chair-Elect for appointment to 1-year Director terms.

Support and partner with the Robins Regional Educational Foundation to provide educational programs, services, and scholarships. Educational Affairs Chairman serves as an ex-officio member of the RREF Board of Directors and the Chairman of the RREF serves as an ex-officio member of the Educational Affairs Committee.

Educational Advocacy: Chair:

Monitor Legislative issues that may require Chamber support and coordinate with Governmental Affairs Committee for possible inclusion in Legislative Agenda.

Represent Chamber at the meetings listed below.

- Chamber at Houston County BOE meetings.
- Chamber at Peach County BOE meetings.
- Chamber at CLCP meetings
- Chamber at Middle GA Technical College meetings.

Governmental Affairs Division

Government Affairs Division Chair – Justin Ritchie. Board members: Bob Dubiel, Sonya Jenkins, Mike Reynolds (RRMAC Chairman), Terry Smith, Mary Therese Tebbe, Rabb Wilkerson, and Steve Williams.

Purpose: To represent the Chamber membership; build and maintain productive relationships between the Chamber and local, state and federal governments and their



various agencies; promote communications and constructive dialogue; and speak in support of or in opposition to legislation, regulations and programs that affect the Chamber membership. The division oversees the development of Legislative Issues for approval by the Chamber Board of Directors and integration into the Chamber's Legislative Agenda. Responsibilities include verbal and written reports on the division's activities.

Annual Tri-County Legislative Agenda: Co-Chairs – Justin Ritchie and Randy Randall (confirmed)

Partner with the Perry and Peach County Chambers of Commerce to develop an Annual Legislative agenda. In 2012 the Robins Regional Chamber of Commerce will take the lead in the development of the Legislative Agenda.

Local Government Liaison: Chair

Designate monitors to work with the Mayors and Councils of Warner Robins, Centerville, and Byron, as well as the Houston County Board of Commissioners, on all issues that affect the Chamber membership. To further enhance communications with our local governments, these monitors represent the Chamber at each of their scheduled meetings and provide reports to the Government Affairs Division and Chamber Board.

Federal and State Legislative Affairs Liaison: Chairs – Bob Dubiel

Work with the Georgia Chamber of Commerce, the U.S. Chamber of Commerce, and state and federal legislators on issues affecting the Chamber's membership.

Eggs & Issues: Chair: Rabb Wilkerson

Conduct 5 breakfast events for members and community leaders to receive update briefings and ask questions of key officials. The programs will feature the Houston County Commission; Cities of Centerville, Perry, and Warner Robins; State Legislative Delegations; Houston County Board of Education; and Houston Healthcare.

HobNob 2011: Co-Chairs: Sonya Jenkins & Jim Taylor

Conduct the Fifth Annual Middle Georgia Regional Political HobNob providing face-to-face, one-on-one interaction between the business community and candidates for public office.

Military Affairs Committee: Chair – Mike Reynolds; Vice Chair – Chad Bryant – *Restricted Account*

The Robins Regional Military Affairs Committee (RRMAC) promotes, preserves and enhances the missions and functions of Robins Air Force Base (RAFB). Independently, and in concert with the Middle Georgia Military Affairs Committee (MGMAC), it meets with military leaders, conducts orientation programs, plans and conducts events at RAFB and in the community. Committee members wear red blazers with distinctive pocket badges.



RR-MAC is the largest of eight 8 local Military Affairs Committees comprising the Middle Georgia Military Affairs Committee (MG-MAC) Robins Regional (77); Macon (59); Peach County (31); Perry(28); Hawkinsville-Pulaski County (20); Dublin-Laurens County (6); Cochran-Bleckley County (8); Eastman-Dodge County (5)

The Chair participates as a collaborative partner in meetings and initiatives of the 21st Century Partnership.

The committee coordinates its Program of Work with the Chamber's Aerospace Industry Committee and other Chamber committees as needed to insure unity of effort. The committee identifies opportunities for the Chamber's Governmental Affairs volunteers to form task forces and accomplish short-term projects not envisioned in the Program of Work.

RR-MAC Programs – 2012

Support MG-MAC activities

Provide funding to assist MGMAC activities which generally support a broader base of activities including Out of town visitors, CC Farewell/Welcome etc...

Hole Sponsor and Sponsor an Airman at the General Scott Golf Tournament

Sponsor and orchestrate Tours of RAFB for MG MAC members

Speak at WR Newcomers Orientation Sessions and Reintegration Events

Coordinate Refreshments for 116th Reintegration Events.

Family Day for families of deployed troops – provide transportation, lunch, and drinks for 90+ dependents of to Wild Adventures.

Sponsor two RAFB people for Leadership Robins Region Class of 2012

Sponsor RAFB representatives at the Robins Regional Chamber Annual Meeting

Sponsor the Airman's Ministry Center Dinners once each quarter

Donate to the Airman's Ministry Center facility operations annually

Orchestrate the community involvement for the Military Ball and RAFB Air Show, and/or alternate events such as the proposed Air Force Anniversary.



Provide funds annually to the First Sergeant's Operations Seasons Greetings project

Orchestrate the Military Discount Program in Houston County

Support Special Requests for support from ALC Leadership

Internal Affairs Division

Internal Affairs Division. Chair – Jessica Shoudel; Members – Chad Bryant, Nicole Crofutt, Julie Evans, Mike Hogan, Ashley Hughes, Lisa Redmond (Ambassador Chair)

Purpose: To provide for the effective organization and structure of the Chamber; to include its membership, volunteer manpower, real property and equipment, and its paid staff. Responsibilities include verbal and written reports on the division's activities. The Division reviews the composition of the Chamber Board, its organization and functions, the Chamber Bylaws, and updates the Chamber's Long and Short-Range Plans.

Membership Development and Retention:

- Develop Membership Retention Plan to include staff and volunteers
- Restructure Chamber 101
- Conduct a membership campaign in 2012 to increase Chamber membership.
- Conduct surveys to obtain feedback and better understand member priorities.
- Conduct the annual Pre-Goals Conference Survey for use in Tactical Planning for 2012
- Evaluate current membership benefits and possible expanded benefits.

Value Added Taskforce: Chair: Shaw Blackmon

Evaluate the chamber's dues structure with a goal toward improvement, fairness, and relevance and explore the feasibility of moving toward a tiered dues system.

Chamber 2012 Travel: Chair: Patty Bryant

- Determine whether the Chamber should pursue group travel
- Develop and market 2012 & 2013 Chamber Travel

Ambassadors: Chair –Lisa Redmond; 1st Vice Chair – Crocker Smith ; 2nd Vice Chair – Nicole Crofutt

- The Ambassadors are the Chamber's principal volunteer membership and community relations committee. They meet bi-monthly, support ground-breaking and ribbon-cutting ceremonies, participate in all Chamber-sponsored events, assist in recruiting new members, aid in retention and visitation efforts, and represent the Chamber to its members and the community.



Communications Task Force: Chair - Elizabeth Zupkow

Develop New Communications plan for Chamber

- Continue emphasis on Branding & Marketing
- Promote and encouraging the use of “Robins Region” as a brand.
- Create programs to encourage chamber members to utilize the “Robins Region” brand and the Chamber’s own organizational brand in their advertising.

Strategic Planning Team: Chair: Executive Board

- Review progress on the 2009-2013 Strategic Plan and make recommendations for updating and/or amending it as deemed necessary.
- Continue research into long-term financial planning for Chamber (Robins Region Tomorrow)