



Strategic Communication Plan

2015 - 2018

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OVERVIEW

With this strategic communication plan, the Chamber will successfully execute communication and marketing efforts, which support the current strategic plan, as well as evaluate the effectiveness of those efforts. This plan has been developed to ensure consistent themes, messaging, tones and organization in all communication and marketing. Additionally, this plan will assist in increasing overall awareness in the minds of target audiences of the tremendous efforts made by the Greater New Braunfels Chamber of Commerce to improve economic development and the quality of life in the New Braunfels area.

In summary, this plan is designed to improve the overall success as well as enhance the brand of the Greater New Braunfels Chamber of Commerce. To maintain relevance and effectiveness, this plan should be reviewed and modified as needed annually.

PURPOSE

The purpose of this plan is to establish consistent messaging through the creation of a brand theme and targeted value propositions, and provide the strategies to communicate that messaging and market the Greater New Braunfels Chamber of Commerce. The Strategic Communication Plan will serve as the guiding map for internal and external communication, including communication goals and objectives, audiences, messages, media, responsibility assignments, measurements and evaluation.

The overall purpose of communication efforts is to support the Chamber's existence and help achieve the goals outlined in the Chamber's Strategic Plan. This primarily means providing, in a credible, compelling and consistent way, the vital information stakeholders and target audiences need to support the Chamber's objectives. Similar to the function and modality of the Chamber's Strategic Plan, this plan is a blueprint for achieving the specific communication goals deemed to be critical for the Greater New Braunfels Chamber of Commerce's success.

STRATEGIC PLAN PRIORITIES

All communication activities must be directed toward achieving a clear purpose that is directly linked to a desired action or behavior consistent with the Chamber's Strategic Plan. For this reason, all communication efforts will be mapped and in support of the priorities outlined in the 2015 – 2018 Strategic Plan, which are to:

- ✓ **STRENGTHEN THE LOCAL ECONOMY** – Support and enhance a flourishing economic environment in New Braunfels.
- ✓ **BE THE VOICE OF BUSINESS** – Support an environment where business thrives.
- ✓ **ADVANCE COMMUNITY EXCELLENCE** – Promote New Braunfels as the premier community for businesses and residents to live, work and play.
- ✓ **DELIVER VALUE TO MEMBERS** – Provide opportunities through education, support and inclusion.

COMMUNICATION PLAN GOALS AND OBJECTIVES

The overall goals of the plan are to:

- A. Generate greater visibility for the Chamber through a comprehensive communication and marketing plan that not only keeps the membership informed about Chamber activities, but also elevates the understanding of the value of the Chamber and its activities.
- B. Develop and implement a public relations strategy that will influence public opinion regarding initiatives of the Greater New Braunfels Chamber of Commerce and create more goodwill for it among its major audiences, including members, non-members, the public sector, and the community at large.
- C. Promote member networking, educational, and marketing opportunities to increase member engagement and retention with the Chamber, encourage information exchange among members, and identify opportunities for members to enhance their success.

These goals will help the Chamber to achieve the following objectives:

- Increase the visibility and awareness of the Chamber
- Advance the Chamber's strategic plan
- Positively impact the reputation of the Chamber
- Ensure that key audiences are well-informed about the role and value of the Chamber
- Influence businesses to invest in the Chamber
- Support the Chamber's events and programs
- Generate positive media coverage
- Establish the Chamber as the "go to" organization for local media when pursuing news interviews relating to business, economic development, government affairs and tourism

TARGET AUDIENCES

Communication and marketing is intended to influence stakeholders and target audiences to support the Chamber's objectives. Each target audience has different needs, issues and/or interests which might require special messages delivered by various communication vehicles.

INTERNAL STAKEHOLDERS / AUDIENCES

- Board of Directors
- Staff
- Committee Leaders and Members

- Chamber members
 - **Community Investors** – businesses that invest in strategic initiatives that impact New Braunfels and that influence positive outcomes that benefit the community and businesses (e.g., education, workforce development, transportation, infrastructure, business retention and attraction, entrepreneurship, tourism, public policy, taxes).
 - **Community Builders** – businesses that seek to implement corporate strategic initiatives and seek to promote their organization's brand and be positioned as a community and market leader.
 - **Business Investors** – small businesses that are serious about growing and seek opportunities to increase their revenue, lower business costs, and have access to experts and best practices to gain a competitive advantage in the market.
 - **Business Builders** –small businesses or individuals that are new to the area with a limited marketing budget that are looking for ways to grow their networks and seek low cost opportunities to gain visibility and support.

EXTERNAL STAKEHOLDERS / AUDIENCES

- Elected Officials
- Government Agencies
- Military Leaders and Staff
- School System
- Community organizations, boards and commissions
- Residents
- Visitors
- Business Community:
 - **Community Investors** – businesses that invest in strategic initiatives that impact New Braunfels and that influence positive outcomes that benefit the community and businesses (e.g., education, workforce development, transportation, infrastructure, business retention and attraction, entrepreneurship, tourism, public policy, taxes).
 - **Community Builders** – businesses that seek to implement corporate strategic initiatives and seek to promote their organization's brand and be positioned as a community and market leader.
 - **Business Investors** – small businesses that are serious about growing and seek opportunities to increase their revenue, lower business costs, and have access to experts and best practices to gain a competitive advantage in the market.
 - **Business Builders** –small businesses or individuals that are new to the area with a limited marketing budget that are looking for ways to grow their networks and seek low cost opportunities to gain visibility and support.

THE CHAMBER'S BRAND THEME

An overall brand theme, which defines the Greater New Braunfels Chamber of Commerce, is critical in implementing a strategic and integrated approach to communication and marketing efforts. The following brand theme helps to shape messages identified in this section. Understanding the key messages and how they relate to the current strategic plan is a full-circle approach to enhancing the Chamber's identity.

Fostering community success through collaboration, communication and promotion

KEY BRANDING MESSAGES

Specific messages that leverage the Greater New Braunfels Chamber of Commerce's brand theme were developed to resonate with the New Braunfels community and specifically the business community identified as Community Investors, Community Builders, Business Investors and Business Builders. These key messages convey the various roles of the Chamber and the value it provides, and aligns with the expectations that the community, members and non-members associate with their chamber of commerce.

General Value Proposition

An overall key branding message shares with the community-at-large who the Chamber is and what it provides for the community. The General Value Proposition to be communicated, which can serve as the Chamber's tagline, is:

***The New Braunfels Chamber promotes the community and its economy
by attracting and supporting local businesses, and protecting the
interests of its members and the community.***

Unique Value Propositions

Specific key branding messages share with members and non-members the value of the Chamber and what it provides for them. These messages will be used to communicate with different target audiences and convey what matters specifically to them. The Unique Value Propositions to be communicated for each identified audience are:

➤ Community Investors

- The Chamber brings together community leaders and decision makers to focus on what really matters: the economy, education, workforce, quality of life and entrepreneurship.
- The Chamber represents the interests of the business community and ensures that New Braunfels maintains its position as the preeminent location for its employers, employees and residents.
- The Chamber works to protect local area businesses of all sizes through advocacy at local, regional, state and national levels.

➤ **Community Builders**

- The Chamber provides opportunities for you and your employees to connect with other business leaders, enhance your skills and engage with the community.
- The Chamber gives you access to local, state and government decision makers to advocate for your business interests and ensure that New Braunfels has a pro-business environment.
- The Chamber provides opportunities to showcase your leadership in the community, gain market share and develop partnerships to help achieve your goals.

➤ **Business Investors**

- The Chamber gives you a seat at the table to engage with community leaders, learn from your peers and gain visibility with potential customers.
- The Chamber helps your business progress by offering a variety of educational training and workshops geared toward small and medium sized businesses.
- The Chamber offers numerous opportunities to enhance your business visibility through target marketing, event showcases and an improved internet presence.

➤ **Business Builders**

- The Chamber builds your social capital by connecting you to other businesses, giving you access to community leaders, developing relationships and helping you gain visibility in New Braunfels.
- The Chamber is your one-stop solution for information, networking and connections.
- The Chamber provides low-cost opportunities that help you start and grow your business.

COMMUNICATION STRATEGIES

The Chamber will achieve its communication objectives by employing broad approaches and specific communication tactics that will describe the media and vehicles to use. The strategies to employ include:

- Empower members to share their stories about why they are members and how the Chamber has impacted their business and/or New Braunfels.
- Determine the intended audience for Chamber events and programs and develop targeted messages that align with the Unique Value Propositions (e.g., grow your business, get your employees involved, support the community).
- Use multiple messages to communicate the impact of Chamber initiatives to resonate with more than one intended audience, and use language and examples that appeal to specific audiences.
- Educate the community on what the Chamber does and how it impacts the quality of life in New Braunfels.

STRATEGIC COMMUNICATION PLAN IMPLEMENTATION

This plan will be implemented by undertaking the following actions:

Implement professional public relations and marketing programs which support the goal of conveying the message of the Chamber and its Board of Directors to the community at large.

Develop an integrated campaign of public relations efforts and paid advertising designed to deliver key messages and future messages of topical importance, as defined by the Chamber via its Board of Directors.

Communicate with the Chamber leadership, staff and committee chairs at the beginning of each year to share the brand theme, key messages, communication strategies, policies and processes.

Revise and continuously improve the editorial content and production of Chamber publications and other collateral materials to be used for recruitment and retention of members.

Revise and continue to update and improve the Chamber's website as a tool for communicating the role of the Chamber and how it benefits the community and members.

Leverage the Chamber's social media platforms to help achieve the Chamber's objectives, support members, provide valuable information to targeted audiences, and provide a platform for member and community engagement.

Establish continuity and preserve the integrity of the Chamber's brand and logo through monitoring usage on letterhead, business cards, membership decals, promotional products, signage and marketing collateral.

MEASUREMENT AND EVALUATION

To measure the effectiveness of the communications and marketing efforts, a variety of methods will be employed, including:

- Membership retention rate
- Membership recruitment numbers
- Membership surveys
- Event and program attendance and profitability
- Level of success in publicity efforts determined by:
 - Quantity of news articles
 - Interviews
 - Social media analytics
 - Website analytics
 - Email analytics

COMMUNICATIONS TACTICS

The Chamber will develop, implement, publish and distribute a variety of communications in order to provide relevant content to targeted audiences, further the Chamber's brand and image, and help achieve the goals of the strategic plan. All communications tactics should adhere to the branding specifications and high quality standards set forth by the Chamber. Design and content of all communications should enhance the Chamber brand and represent a high level of professionalism. Specific materials include but are not limited to the tactics listed in this section.

Email Communication

The Chamber will provide its members, stakeholders and the community the opportunity to receive news and information via email communication. All emails will come with the option to easily unsubscribe from any and all email communication. All email communication will have a clearly defined purpose and audience and be relevant to and respectful of the recipients' interests. Email addresses will not be added to targeted lists unless they have opted in, shown interest in the program or event, participated in a previous version of the event or program, or there is a clearly definable significance to their inclusion on the list.

Email	Schedule	Audience	Purpose	Content
Serving You Newsletter	Weekly on Monday	Chamber members, stakeholders and anyone who has opted in	Provide information on and encourage participation in Chamber events and programs, distribute news and highlight the activities of the Chamber	Information on upcoming or recent events, programs, meetings and activities, links to the website, photos and sponsor logos
Broadcast Email	As needed – no more than 2-3 per month	Full Chamber membership, stakeholders and anyone who has opted in	Provide information or news to the membership and/or encourage participation in an upcoming event or program	Information on the subject of the email including date, location, sponsors and a link to purchase tickets, register or learn more
Targeted Email	As needed	Members or stakeholders who have been identified as a recipient of specific information	Provide information and/or encourage participation in an upcoming event or program	Information on the upcoming event or program including date, location, sponsors and a link to purchase tickets, register or learn more

Marketing Collateral

The Chamber will use certain types of marketing collateral to advertise events and programs, provide information on or enhance Chamber membership, or communicate with members.

Collateral	Use	Audience	Purpose	Content
Small Business Week Poster	Distributed to small businesses to display in their venue	Current and potential customers and New Braunfels residents	Encourage the local population to shop locally at small, independently owned businesses	Dates of Small Business Week, photos of previous year Small Business Person of the Year, and the hashtag to use
Membership Cards	Proof of membership	Full Chamber membership	The card is required for entry into mixers and may be needed to redeem member-to-member discounts	Annual theme logo, Chamber contact information, membership information and website addresses
New Member Packet	Distributed hard copy and electronically to new members	New Chamber members	Encourage participation and engagement from new members by providing information and resources on membership benefits	Information on Chamber leadership, programs, committees, events, sponsorship and advertising opportunities, and additional aspects and benefits of Chamber membership
Member Information Guide	Distributed electronically and/or hard copy to potential members	Potential members and the general public	Encourage membership by explaining what the Chamber does	Chamber objectives, tag line, mission statement, membership pricing information and a membership application
Leadership New Braunfels Reception Invitation	Postal mailed to recipients	City and County officials, Chamber Board, LNB Alumni, and the current class and their employers	Invite the recipients to the LNB Reception at the beginning of the class year	Information about the upcoming reception including date, time, location and program
Banquet Invitations	Postal mailed to recipients	Full Chamber membership, elected officials and stakeholders	Invite recipients to the Annual Chamber Banquet	Information about the upcoming banquet including date, time, location, program and how to purchase tickets
Board Election Ballots	Postal mailed to recipients	Full Chamber membership	Solicit votes for board of director positions	Ballot of nominated board of directors

Media Relations

Maintaining a strong relationship with media outlets and their representatives is essential to achieving the Chamber's organizational and communications objectives. These relationship should be reciprocal in providing value to all parties involved. Communications with media outlets should always be timely, newsworthy, and relevant and should seek to reinforce the Chamber's reputation as a valuable resource for information.

Product	Schedule	Audience	Purpose	Content
Press Release	As needed – distribution must be timely	Media outlets and their representatives	Dissemination of Chamber news or promotion of an event or program	Determined by subject but content must be newsworthy
Media Advisory	As needed no more than one week prior to the event that is the subject of the advisory	Media outlets and their representatives	Garner media attendance at an upcoming event	Brief overview of event with who, what, when, where, contact and notes sections
Media Interview/request for quote*	As requested by media outlets	Consumers of the media outlet's content	Input on a Chamber or community issue or news story	Determined by the subject

** Media interviews and requests for quotes should be arranged through the Communications Coordinator or President/CEO. The only staff with expressed permission to give interviews or provide quotes without prior approval are the President/CEO, the Director of Economic Development, and the Director of Convention and Visitors Bureau. In their absence the Communications Coordinator will determine an alternative interview subject or reschedule the interview for a later date.*

Public Relations

Public relations plays an important role in the advancement of the Chamber's objectives and communications strategies. Public relations differs from media relations in that it involves communications with publics in addition to the media and it differs from paid advertising in that it is generally at little to no-cost to the organization (aside from staff and volunteer time). Public relations efforts should be deliberate and planned in order to positively influence the public's perception of the Chamber.

Product	Schedule	Audience	Purpose	Content
Ribbon cutting photos in the Herald-Zeitung's Business Section	Weekly on Sundays	General Public	Promote Chamber members and highlight a benefit of Chamber membership	One photo of each ribbon cutting from the previous week with the company's contact information
Upcoming events in the Herald-Zeitung's Business Section	Weekly on Sundays	General Public	Promote upcoming events	Listing of public Chamber events scheduled during the upcoming week

Public Relations (cont.)

Product	Schedule	Audience	Purpose	Content
From the Chair article in the Herald-Zeitung's Business Section	Monthly on the first Sunday	General Public	Provide insight into the thinking and objectives of the Chamber and its leadership	Determined by the Chair of the board, should be relevant to upcoming or recent community or Chamber happenings
Radio Public Service Announcements	As needed	General Public	Promote the Chamber and its objectives, and upcoming events or programs	Determined by the subject of the PSA, should be either 15 or 30 seconds
Inside the Chamber Podcast	Weekly on Wednesday	General Public	Increase awareness of Chamber, CVB and economic development activities and initiatives	Chamber, CVB and economic development news, information, events, programs and activities
City and County Proclamations	As needed	City and County elected officials, Chamber members and general public	Bring publicity to Chamber programs	Determined by the subject. Annual proclamations are Small Business Week and Texas Chamber of Commerce Week
Presentations to Community Organizations	As requested	Community leaders and members of community organizations	Increase awareness of who the Chamber is and its value to the community	Determined by the subject but generally an overview of the Chamber and its programs and initiatives

Paid Advertising

In order to bring awareness to the Chamber and its programs and events, it is necessary to participate in a certain level of paid advertising. Paid advertising will include advertising in both traditional and non-traditional media to maximize advertising effectiveness and reach a broad audience.

Placement	Schedule	Audience	Purpose	Content
Ad in the Herald-Zeitung's Business Section	Weekly on Sundays	General public interested in local business news	Direct traffic to the Chamber website	Banner ad highlighting the Chamber's website as an online portal for news, events, information, coupons and more

Paid Advertising (cont.)

Placement	Schedule	Audience	Purpose	Content
Two Texas Chamber of Commerce Week ads in Herald-Zeitung	Annually in October on the Sunday and Wednesday of Texas Chamber of Commerce Week	General public	Take advantage of the Texas Chamber of Commerce Week as an opportunity to advertise the Chamber to the public	Ad provided by the Texas Chamber of Commerce highlighting general Chamber initiatives of connections and economic and community development
Radio Spots on KGNB	Year-round	General public	Direct traffic to the Chamber website	Spots highlight one specific aspect of the website and encourage listeners to visit the website
Social Media	Year-round	New Braunfels residents who are not currently linked to the Chamber's social media accounts	Increase amount of social media followers	Ads featuring a photo and encouraging social media users to follow the Chamber for local news, information and events
Google Adwords	Year-round	New Braunfels residents	Direct traffic to the Chamber website	Ad linked to the Chamber website and encouraging joining the Chamber to increase their business and make more connections

Official Guide to New Braunfels

The Official Guide to New Braunfels is published annually in October as a business, relocation and visitors guide. Two versions of the guide are produced – one for members only and one for the general public. The two versions differ in that the members' version includes a white pages section of Chamber members and representatives in addition to the yellow pages business directory included in the version for the general public. With a circulation of 15,000, the guide includes Chamber information, community information, advertisements and the business directory. The purpose of the guide is twofold: first to provide valuable community and Chamber information to residents, visitors and businesses, and secondly the guide serves as a source of non-dues revenue for the Chamber.

Social Media

Social media is a powerful tool used to help reinforce all levels of communication. Social media messages should be timely, appropriate and effective and should utilize current best practices. It is the responsibility of the Communications Coordinator to keep up with social media best practices and ensure their use on Chamber

affiliated social media platforms. Content on social media should be specific to each individual platform and its users, understanding that each social media platform has a unique format and audience. Any new social media accounts created as an affiliate of the Chamber should be approved by the Communications Coordinator prior to activation. Currently used social media platforms and their URLs are as follows:

- Facebook – facebook.com/nbtchamber
- Twitter – twitter.com/nbtchamber
- LinkedIn – linkedin.com/company/the-greater-new-braunfels-chamber-of-commerce-inc.
- YouTube – youtube.com/user/nbtchamber
- Instagram – Instagram.com/nbtchamber
- Google+ - plus.google.com/u/1/b/104365992225028873411/104365992225028873411

Website

The Chamber will maintain a meaningful, versatile, current and user-friendly website to advance the objectives of the organization, provide value to members, disseminate information, and assist in event and program promotion. The Chamber’s website address is www.ChamberInNewBraunfels.com. The website will target specific audiences with pages containing purposeful content relevant to those audiences. Key areas within the website include:

- Homepage
- Business Directory
- Events Calendar
- Latest News
- NB Business Blog
- Join
- Leadership New Braunfels
- Committees
- Member Benefits

Events and Programs

While each event and program has a specific audience, message and goals, they also provide an opportunity to reinforce the Chamber’s brand and messaging and help achieve organizational goals. It is for this reason they are included in this plan as a communication tactic. Each event also has the potential for creation of communications pieces that will coexist with the communications tactics outlined in this plan.

Event	Schedule	Audience	Purpose	Content
Banquet	Annually on the last Friday in January	Chamber members, stakeholders and elected officials	Provide a visibility and networking opportunity for members, showcase a year in review, highlight the current plan of action, celebrate accomplishments, and recognize award winners	Networking hour, recognition of volunteers, award presentation and keynote speaker

Events and Programs (cont.)

Event	Schedule	Audience	Purpose	Content
New Member Reception	Quarterly	New members, Board of directors and volunteers	Encourage new member engagement by introducing them to the Chamber and its board of directors and volunteers, and by providing a networking opportunity exclusively for new members	Networking time, introduction by Chair of the Board, and self-introductions by all new members
New Member Orientation	Quarterly	New members	Encourage new member engagement by giving them an overview of the Chamber and membership benefits	A brief description of membership benefits including committees and directory listings
Mixers	Monthly except for January	Full membership	Provide members with a networking opportunity	Networking, food, beverages, brief speeches by sponsors, door prize and cash giveaways
Operation Thank You	Annually in October during Texas Chamber of Commerce Week	All local members	Provide an opportunity to make contact with each local member and show appreciation for their membership	Blue Coats hand-deliver the Annual Directory to all local members
Committee Meetings	Monthly	Committee members	Provide an opportunity for member engagement and involvement while addressing important local issues	Determined by the committee, but in general it is a presentation on community issues or initiatives. Committees: RAP Council, Government Affairs, Natural Resources, Transportation, and Business/Education Partnership
Business Trade Show	Annually in September	Chamber membership, small businesses and general public	Provide members with a direct marketing opportunity and serves as a non-dues revenue source for the Chamber	Preview Night: exhibitor booths, awards for best booths, happy hour, and musical entertainment. Day Show: exhibitor booths, keynote speech, lunch, door prizes, and Day Show happy hour

Events and Programs (cont.)

Event	Schedule	Audience	Purpose	Content
Military Affairs Receptions	5 times per year	Military Affairs Committee Members and RAFB personnel	To maintain the relationship with RAFB by honoring their Airman of the Quarter and Airman of the Year	Networking time, presentations and gifts to the Airman, and speeches by the Airman and their superiors
NBBU Seminars	6 seminars per year	Small businesses and business leaders	Provide membership with an educational opportunity to improve their leadership abilities	Determined by subject but in general it is advice for business leaders to help their businesses achieve its strategic goals
Texas Legislative Conference	Annually in March	Full Chamber membership, Texas politicians and Texans interested in state political activities	Create a forum for a discussion on Texas politics, increase awareness of New Braunfels to Texas politicians and visitors, and serve as a source of non-dues revenue for the Chamber	Texan of the Year reception: networking, photos with the Texan of the Year, and speech by the Texan of the Year. Conference: three panels featuring Texas politicians, media representatives and business leaders, and a keynote address
Leadership New Braunfels	Monthly, October - May	Chamber member current business leaders and future leaders	Provide participants with an opportunity to increase their knowledge of the community and form professional relationships with the other participants and alumni	A retreat, reception and 8 one-day sessions covering areas such as government, education, economic development, social needs, leadership skills, and other key segments of the community.
Youth Leadership New Braunfels	Monthly, September - April	Local high school sophomores and juniors and their parents	Provide participants with an opportunity to increase their knowledge of the community and introduce them to the Chamber	A reception, retreat and a series of seven school-day sessions covering such areas as city and county government, economic development, social needs, personal skills and other key topics in the community.

Events and Programs (cont.)

Event	Schedule	Audience	Purpose	Content
Leadership New Braunfels Alumni	Year-round	Graduates of the Leadership New Braunfels program	Maintain involvement in Chamber by LNB graduates and raise funds to support YLNB	Candidates forums, annual fundraiser, and invitations to LNB and YLNB receptions and graduations
Small Business Week	Annually in May	New Braunfels residents and small businesses	Encourage the local population to shop locally at small, independently owned businesses, and honor and recognize a Small Business Person of the Year	Small Business Person of the Year nominations, selection, announcement and reception, and promotion via fliers, Serving You, committee members and social media
Small Business Saturday	Annually in November on the Saturday after Thanksgivings	New Braunfels residents and small businesses	Encourage the local population to shop locally at small, independently owned businesses	Promotion via Serving You and social media
Chamber Leaders Picnic	Annually in April	Chamber Board of Directors, Committee Chairs and Vice Chairs, Blue Coats and staff	Show appreciation for Chamber volunteers and give the attendees an opportunity to network with other business and community leaders	Specialized invitation, networking, refreshments, drinks and a brief address by the Chair of the Board
Hall of Honor Luncheon	Annually in September	Hall of Honor Award Recipients	Show appreciation for the award recipients' past contributions and keep them involved with the Chamber	Addresses by the Chair of the Board and the Braunfels Foundation Trust, election of a Braunfels Foundation Trust officer, and lunch
Board Retreat	Annually in November	Current, outgoing and incoming members of the Board of Directors	Determined by the current needs of the organization but generally is a planning session to determine elements of the Plan of Work for the upcoming year	Determined by the purpose which may change by the year but in general is a brainstorming, discussion and planning session

Events and Programs (cont.)

Event	Schedule	Audience	Purpose	Content
Blue Coat Mixers	Quarterly	Members of the Blue Coat Ambassadors	Provide a networking and educational opportunity and announce winners of the participation competition	Networking time, a presentation by the Blue Coat chair, an optional educational presentation and announcement of winners
Board of Directors Luncheons	Monthly	Members of the Board of Directors, elected officials, staff and invited guests	Provide community and Chamber information to the attendees and complete organizational requirements and needs	Approval of board minutes and agenda, board votes on Chamber issues when necessary and presentations by invited guests, staff members or board members
Back to School Luncheon	Annual	Educators from the surrounding area	Display the Chamber's support for education and educators and provide a forum to discuss educational issue	Lunch, recognition of the teachers of the year from area school districts and a panel discussion on educational issues
YPO-Jaycees Partnership	Ongoing	Jaycees members and potential members (business professionals aged 25-40)	Engage young professionals as a way to build their network and connection to the community in order to retain a young, talented workforce	Opportunities for networking, professional/leadership development and volunteerism