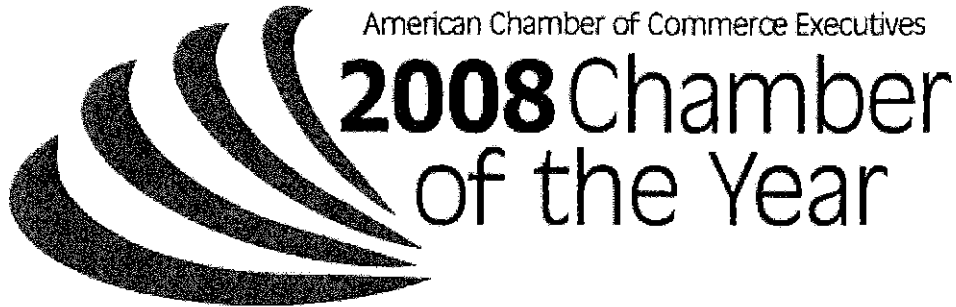


# AWARD APPLICATION



*ACCE's Chamber of the Year Award: Recognizing chamber excellence  
in Leading Businesses. Leading Communities.™*

Send three (3) copies of the completed application and supporting materials, each in its own binder. The full application with entry fee must be received by June 2, 2008.

Entry fees are based on your annual dues category:

Under \$200,000: \$260 \$200,000-499,000: \$360 \$500,000-\$1M: \$460 Over \$1M: \$535

Mail your entry to: ACCE, Attn. Chamber of the Year, 4875 Eisenhower Ave., Suite 250, Alexandria, VA 22304

If you have any questions about the application process, please call ACCE at (800) 394-2223.

## **SECTION 1: CONTACT INFORMATION**

Chamber Name DavenportOne  
Person Submitting Entry Nicole Christian, CCE  
Address 130 W. 2nd St.  
City Davenport State IA Zip 52801  
Contact Person Email nchristian@davenportone.com  
Contact Person Nicole Christian

President Tara E. Barney  
President's Email tbarney@davenportone.com

CFO Mark Menchhoff  
CFO's Email mmenchhoff@davenportone.com

Board Chairman Jim Russell  
Chairman's Company Russell Construction Co., Inc.  
Address 4600 E. 53rd St.  
City Davenport State IA Zip 52807  
Email jrussell@russellco.com  
Phone (563) 459-4600

### Entry Category (choose one):

- Annual dues income of:
- Under \$200,000
  - \$200,000 - \$499,999
  - \$500,000 - \$1 million
  - Over \$1 million

Board Size (Do not include ex-officio) 33 Staff Size (FTEs) 17

## SECTION 2: ORGANIZATIONAL EXCELLENCE

*Excellent organizations follow sound financial, operations, human resources, and other procedures. 50 points.*

In your binder, submit each of the following under Section 2:

- The chamber's most recent financial audit.
- The chamber's 990 tax forms from 2005, 2006, and 2007.
- The chamber's current annual budget.
- The chamber's current financial statement.
- The chamber's current strategic plan.

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	<b>Yes</b>	<b>No</b>
1. Does your chamber comply with annual federal, state and local income tax filing requirements?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Is your annual budget approved by your board? If so, what month? <u>July</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Does your chamber have a long-range strategic plan? If so, please include a copy.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Please use a separate sheet of paper to answer the following:

4. Reflect on your most recent business plan or strategic plan and briefly explain what worked, adjustments you made, and the final or to-date outcome. (300 word maximum)  
  
... Describe an internal chamber program used within the past year that had an impact on the chamber staff or operations. This program may have helped to increase productivity, solve internal problems, address staff needs, etc. (200 word maximum)
6. How do you engage your board/volunteers to further the mission of your chamber? (200 word maximum)

## SECTION 3: MEMBER SERVICES & CONNECTIONS

*Membership is at the core of the chamber industry. 50 points.*

In your binder, submit each of the following under Section 3:

- Two consecutive issues of your newsletter, e-newsletter, or magazine (hard copy and electronic).
- Two printed communication/marketing pieces. Examples include direct mail, brochure, advertising, etc.

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The following information will help us to better understand your chamber's program and communication for its members. (200 word maximum per answer)

1. What is your chamber's strategy in member retention? Briefly explain it and its effectiveness.
2. How does your chamber communicate with members? List three examples. How effective are they?
3. How does your chamber choose which potential members to recruit?
4. What do you do to ensure that your chamber's programs, products, and services support your organization's mission?  
  
... Does your chamber systematically assess member needs and satisfaction? Describe one example and explain your results.

## SECTION 4: Leading Businesses. Leading Communities.™

### Leading Businesses. Leading Communities.™

Chambers of commerce exist to build stronger, vibrant businesses and communities. Chambers lead the charge in creating a climate of success and growth for all, and are knowledgeable and involved in important business, civic and social priorities.

"Leading Businesses" reflects the historic success and core equity of the chamber. It also represents what businesses become as a result of participation in the chamber and its programs. "Leading Communities"

speaks to the expanded role that chamber's play in today's communities, as well as what communities become as a result of strong, healthy chambers.

Please select two programs you've completed in the past two years and write two synopses, following the outline below. The first synopsis should address a program from the area of impact, advocacy, or focus. The second synopsis must address a program from the area of economic opportunities. In your binder please clearly separate the two synopses and supporting materials. *100 points.*

#### Step 1: Select Programs/Products/Services within a Core Chamber Strength

##### Economic Opportunities

The Chamber enhances and leverages the talents and resources of its members to improve economic opportunities for all.

##### Impact

The Chamber provides unique opportunities for individuals and businesses to make a difference by connecting them to important community issues.

Leading Businesses.  
Leading Communities.™

##### Advocacy

The Chamber is an advocate for its broad and diverse member businesses, creating a climate of growth and success that benefits all.

##### Focus

The Chamber helps build stronger communities by staying focused and involved in the top business, civic, and social priorities.

Examples of programs that could fall into one or more of the core chamber strengths:

- Small business development services
- Workforce development programs
- Economic development programs/campaigns
- Public policy/advocacy
- Tourism campaigns
- Community pride programs
- Networking programs
- Special events
- Membership or total resource campaigns

In each entry synopsis, be sure to address each of the elements below, clearly labeling each heading and subheading as listed below. Background and supporting material should also be included. For a sample synopsis, visit [www.acce.org/coy](http://www.acce.org/coy).

1. Program/Service name.
2. The Core Chamber Strength(s) addressed.
3. Program/Project summary.  
Please summarize the nature of and the key outcomes of your program. (125 words maximum)
4. Needs Identification. (175 words maximum)
  - a. Identify your target audience(s) and the needs your program/service meets. Needs should be clearly identified and ties to the organizational mission should be demonstrated.
  - b. Discuss your needs identification and data collection process for your project or program.
  - c. Include as exhibits your anecdotal or formal evaluation results, such as research, key facts, figures or trends about your community or target audience, situational analysis and/or copies of any survey instruments if used.

5. Program objectives. (125 word maximum)
- a. Discuss the goals and objectives for the program, relative to your identified needs and target audiences. Objectives should be clearly stated, specific, measurable, and time-sensitive ("SMART"). Goals and objectives must relate to the achievement of at least one of the following statements:
    - The chamber is an advocate for its broad and diverse members businesses
    - The chamber leverages and enhances the talents and resources of its members to create a climate of growth and success in the community
    - The chamber offers unique leadership opportunities, volunteer efforts and business-building programs focused on critical business, civic and social priorities
    - The chamber improves the economic vitality and quality of life for its members and the community
  - b. Include electronic and/or hard copies of strategic or project plans as supporting material.
6. Methodology. (175 word maximum)
- a. Discuss the methods used to reach the objectives. Please list specific actions taken.
  - b. A detailed budget should be included, indicating expenses, revenues, and in-kind contributions.
7. Communications. (175 word maximum)
- a. Provide an outline of your chamber's communications strategy for the program or service, including specific marketing, communications, advertising, and/or public relations vehicles (if used).
  - b. For each description of the communications vehicle, include the communications points and/or call to action communicated as well as the target audience you intended to reach.
  - c. Briefly describe how your chamber developed and then executed its communications strategy to inform your intended target audience(s) about your program/service.
  - d. Appropriate supporting materials include the web page(s) describing the program, ads, brochures, guides, press releases, speeches, etc.
8. Evaluation. (300 word maximum)
- a. Demonstrate the impact your program or service had on your community and/or membership. Outcomes of your program or service should be related to your stated program objectives. Partial or projected information is acceptable.
  - b. Demonstrate the outcomes of your communications related to your program or service. Partial or projected information is acceptable.
  - c. Appropriate supporting materials include data about increased sales, awareness, and membership; participation and satisfaction survey results; member or participant testimonials.

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Include in your binder, under Section 4, one copy of each of the following for the programs described above:

- A hard copy of program materials.
- A hard copy and electronic copy (on CD) of the marketing materials for the program.
- A hard copy of the budget, listing revenues and expenses, for the program.

## SECTION 4: LEADING BUSINESSES. LEADING COMMUNITIES.

### Program/Service Name

RiverVision – Phase I Implementation

### Core Chamber Strength Addressed

Economic Opportunities

### Program Summary

*RiverVision* is a multi-year, multi-million dollar community development plan to transform and connect the downtown waterfronts in Davenport, Iowa and Rock Island, Illinois in order to capitalize on the economic power of our most distinguishing community asset: the Mississippi River. As private sector leaders of the bi-state partnership that oversees *RiverVision*, DavenportOne was instrumental in developing a community plan that aligned with identified priorities in our strategic plan: workforce attraction/retention; downtown revitalization; community image; and regional cooperation. *RiverVision* (Phase I) encompasses three components: remaking of the **Downtown Waterfront**, including conversion of surface parking into modern festival grounds and construction of an iconic pier; creation of a **Market District**, featuring a year-round public market and residential redevelopment in adjacent historic neighborhoods; and development of **Centennial Park** as a national demonstration project for non-structural floodplain management, with brownfields repurposed to active and passive recreational amenities such as a riverfront sprayground, skatepark and basketball courts and naturalized areas with new land forms, vistas and trails.

### Needs Identification

*RiverVision* is one of several breakout strategies to stimulate business and population growth in Davenport. Like other Midwest manufacturing cities in transition, Davenport has been challenged for decades by global economic forces and policies favoring greenfield development and urban disinvestment. While we've seen progress with company expansions, business retention, new cultural amenities, and outside investment in recent years, Davenport is grappling with demographic trends that challenge long-term vitality. Recent studies by the Iowa Department of Education, City of Davenport and U.S. Census Bureau show growing numbers of schoolchildren qualifying for free and reduced lunches; high rates of abandoned homes in older neighborhoods; out-migration of professional families to neighboring cities; and loss of college graduates to other Midwest urban communities. DavenportOne business leaders believe that extraordinary community development initiatives like *RiverVision* are necessary to mitigate these trends and position Davenport to successfully compete for residents, jobs and investment. *RiverVision* is at the heart of our highest priority as a business organization -- attracting and retaining new workers who will replace our aging workforce and help attract new companies.

### **Program Objectives**

DavenportOne's initial objective was to develop and secure buy-in for a plan that could stimulate economic and community growth; adoption of the *RiverVision* plan by the community accomplished that charge. Implementation of the *RiverVision* plan is underway, with several project components completed in the past 18 months in the Market District and Centennial Park. The goal of the *RiverVision* plan over the next 5-10 years is to significantly improve the economic vitality and quality of life for chamber members and the community by:

- stimulating residential, commercial and retail development downtown;
- attracting private / public investment back into declining neighborhoods;
- leveraging and protecting earlier investments (2002-2006) totaling \$300 million in the downtown / riverfront;
- creating new recreational amenities accessible to all families;
- assisting employers in their efforts to attract and retain young professionals / workforce;
- altering Davenport's community image as a place of choice for companies, families and visitors.

Ultimately, Davenport businesses and taxpayers will see the true benefit of *RiverVision* through an expanded tax base as business and population numbers rise. The completion of a state-of-the-art skatepark in Centennial Park has already attracted thousands of youth, families and visitors to the downtown, resulting in enhanced quality of life *and* commerce. Completion of a restaurant, lounge and comedy club in the Market District has brought outside investment into Davenport, put a property back on the tax rolls, attracted thousands of customers and their discretionary dollars to the central business district, and stimulated dozens of small vendors to sign up for public market spaces in the adjoining Freight House facility.

### **Methodology**

Our role in *RiverVision* is three-fold – with three audiences. We focus on business development / growth – aimed at chamber members and the broader business community; public relations and communications – aimed at Davenport / Quad-City residents; and fund development – aimed at state / federal partners.

We have focused most of our efforts on recruiting private investors and development partners, specifically to open up opportunities for residential, commercial and retail development as adjacent park and brownfield parcels become stabilized and enhanced on the riverfront. DavenportOne has conducted dozens of one-on-one outreach calls with local and regional developers in addition to working through our local commercial brokers to source potential partners. We have hosted developer roundtables to discuss specific downtown incentives and review in detail the *RiverVision* master plan.

We have allocated significant resources on state and federal advocacy, including engaging a two-year contract with a Washington D.C. lobbying firm for *RiverVision* and related growth strategies. Senior staff has been involved in grant-writing on behalf of the

community and has led efforts to engage the Corps of Engineers in assisting *RiverVision* implementation.

### **Communications**

DavenportOne has managed the public relations and communication related to *RiverVision* in order to keep residents informed and engaged in planning and implementation. Our goal has been to ensure that the project continues to enjoy broad community and political support during its multi-year build-out. With two-year city council terms, it's critical that public officials are confident that *RiverVision* is a *community* priority so that resources and commitments do not ebb and flow as new aldermen come in and out of plan implementation.

To that end, we have allocated significant staff time and dollars – coupled with City funds – to hosting and coordinating public meetings for design review, brainstorming, problem-solving and so on. We've trained volunteers and used senior staff on the speakers circuit (i.e. Rotary.) Most notably, we have focused senior staff time toward earned media -- generating numerous local, regional and national stories to keep *RiverVision* top of mind. We have also coordinated inter-city visits for business and civic leaders to Chicago, Racine, Madison, Louisville and elsewhere to discuss economic impact and best practices of waterfront and park development. We have hosted meetings with regional and national travel writers to discuss the master plan for *RiverVision* and its potential for tourism, business development and community growth.

### **Evaluation**

*RiverVision* has been a rallying point for Quad-City residents and DavenportOne members, with thousands of residents and business members – through efforts by DavenportOne – participating in bi-state public planning processes that spanned 24 months and continue today as implementation evolves. The *RiverVision* process was deemed an unprecedented success by local media, elected officials and even cynics for its inclusion and openness. Plan ratification and funding by two successive city councils also provided evidence that *RiverVision* is good public policy.

*RiverVision* was the basis for the U.S. Conference of Mayors awarding First Place honors to Davenport and Rock Island in the 2007 City Livability Awards, calling *RiverVision* “a far-reaching and broadly participatory waterfront plan that provides a coordinated framework for channeling development and configuring urban public open space to improve the quality of living in Davenport and Rock Island.”

DavenportOne is beginning to quantify the economic impact of *RiverVision* by compiling baseline data related to:

- The number of downtown housing units and residents
- Number of downtown properties on the tax rolls
- The assessed valuation of downtown / riverfront properties
- Business prospect activity in and around downtown
- Company reports of workforce recruitment efforts – and how these have been helped by community development initiatives

- Visitor counts to the downtown and riverfront

We are also evaluating on a regular basis the local media coverage and ongoing public support for *RiverVision* (measured through polling, public meetings and anecdotal means -- talk radio, blogs.) Other indicators of success will be securing significant state, federal and outside private funding for pieces of RiverVision implementation.

One internal evaluation tool that DavenportOne employs regularly is phone surveys of Davenport voting households and, separately, DavenportOne chamber members, conducted by a professional polling firm. In an April 2008 statistically valid survey, 79% of the DavenportOne respondents rated *RiverVision* “extremely important / important” as a growth strategy for our community – validating our continued leadership and resource allocation in this area of our work plan.

## SECTION 4: LEADING BUSINESSES. LEADING COMMUNITIES.

# Business

TAKING CARE of  
Total Resource Campaign

### **Program/Service Name**

2008 "Taking Care of Business" Total Resource Campaign

### **Core Chamber Strength**

Impact/Focus

### **Program Summary**

A Total Resource Campaign is a high-energy campaign where volunteers of DavenportOne sell chamber memberships, program sponsorships, advertising and budget reduction items to help grow DavenportOne. This is an evolution of the traditional membership drive. It's fun, exciting and volunteers love to participate.

Teams of volunteers participate in DavenportOne's eight-week Taking Care of Business campaign selling the aforementioned products and receiving cash incentives based on their production. Incentives are paid out only when payment for the product is received by D1. For each level of production, the volunteer receives a higher cash incentive and can ultimately win a free trip. Although there is some light competition, all volunteers have the same opportunities to receive cash incentives and the trip.

A Total Resource Campaign is different than a capital campaign because the volunteers are selling existing products that member businesses want.

### **Needs Identification**

Growing chamber membership, increasing sponsorship income, offering members more benefits, and increasing member involvement were the four needs identified prior to DavenportOne conducting a total resource campaign.

At the end of FY 2006 DavenportOne realized a critical need to increase sponsorship dollars. Many events were merely breaking even or losing money. We determined that we needed to increase our number of sponsors in order to access different pools of money.

DavenportOne also realized that membership had become stagnant. Although retention was improving there was no growth occurring. Membership recruitment needed a real shot in the arm and a different method than the old school, week-long phone bank was a must. Members also needed more opportunities to promote their businesses.

Having members better understand DavenportOne's mission, vision, products and services, and having those members on the ground promoting D1 was another need identified. Since the merger of five-like minded organizations resulted in the creation of DavenportOne in 2000, the Chamber, whose roots date back to 1867, had experienced an image problem. Thoroughly educating members on the organization would address that need.

### **Program Objectives**

DavenportOne conducted its first Total Resource Campaign in 2007. The campaign was named Taking Care of Business and involved 55 volunteers. The objective was to train these volunteers on all of DavenportOne's programs and services and offer a one-stop shopping approach to members for D1 sponsorship and advertising opportunities.

Specific goals were:

- Recruit 50 new members
- Sell \$100,000 in memberships, sponsorships, advertising and budget reduction

The 2007 Taking Care of Business Campaign secured \$231,021 in memberships, sponsorships, advertising and budget reduction, and recruited 72 new members.

Building on the success of that campaign the goals for the 2008 campaign were:

- Train 100 volunteers
- Recruit 60 new members
- Sell \$210,000 in memberships, sponsorships, advertising and budget reduction

It is also always the goal to keep the campaign expenses at 15% or less of total campaign sales.

\* See attached campaign manual.

### **Methodology**

In order for the campaign to be successful, Board buy-in and support is a must. Therefore, the campaign was chaired by the Board Chair-elect and the Vice Chairs (division heads) were also board-level. This helped with the success of recruiting committed volunteers. Many of the volunteers from the 2007 campaign returned for the 2008 campaign as they were able to build on their book of business from the previous campaign.

The volunteers sold memberships, sponsorships, advertising and budget reduction items to earn cash incentives and ultimately win a trip to Cancun, Mexico. All volunteers received training and a campaign manual to help them reach these goals.

The campaign lasted eight weeks so it was important to help volunteers get off to a quick start and keep them motivated. Fun, high-energy campaign rallies and weekly recognition of top producers kept the volunteers engaged.

D1 staff served as coaches for the teams to provide information and assistance as requested.

Production was turned in every Friday and announced at the next week's rally. Incentives were paid out to the volunteers at weekly rallies where the volunteers were recognized for their production and updates on reaching the goals were announced. The rallies were a way to keep the energy level at a maximum and make the campaign fun. Each rally was hosted by different teams and had different themes.

\* See included campaign manual for structure, timeline, incentive schedule and products

### **Communications**

There are two audiences with which DavenportOne communicated prior to, throughout and following the Taking Care of Business Campaign – campaign volunteers and members.

Campaign communications for volunteers served to recruit, motivate and recognize those involved with the campaign. For the members, the purpose was to inform and dispel any myths about the money raised. This also helped prime the members for calls they may receive from the volunteers. Additionally, it was important to communicate the success of the campaign to the members to continue building their enthusiasm for DavenportOne.

Volunteer communications:

- Website - <http://www.davenportone.com/chamber/Campaign/index.html> (See attached printed pages)
- Weekly e-news with campaign updates, top producers and products still available for sale
- Weekly emails of encouragement from team coaches and reminders of upcoming rallies
- Articles in DavenportOne's monthly newsletter

Articles in DavenportOne's monthly newsletter to inform members and recruit volunteers:

- January – campaign gearing up  
[http://www.davenportone.com/newsletters/January%2008%20newsletter\\_FINAL.pdf](http://www.davenportone.com/newsletters/January%2008%20newsletter_FINAL.pdf)
- February – leadership announced  
[http://www.davenportone.com/newsletters/February%2008\\_final.pdf](http://www.davenportone.com/newsletters/February%2008_final.pdf)
- March – available business promotion opportunities  
[http://www.davenportone.com/newsletters/March%2008\\_final.pdf](http://www.davenportone.com/newsletters/March%2008_final.pdf)
- April – campaign kick-off  
<http://www.davenportone.com/newsletters/April%2008%20newsletter.pdf>
- May – success story from campaign  
<http://www.davenportone.com/newsletters/May%2008%20newsletter-final.pdf>
- June – thank you insert and article on exceeding goals

At the conclusion of the campaign a video was produced and used at the Victory Celebration to keep the party light and fun.

\*See attached copies of articles, web pages, and e-news. Also see enclosed DVD.

### **Evaluation**

The 2008 Taking Care of Business Campaign was a resounding success and exceeded its goals. The numbers here tell the story. The campaign raised \$401,793 and recruited 117 new members. Thirty-three trips were awarded to volunteers who will build on their camaraderie when they travel to Cancun together in October. The trip helps foster momentum for the next campaign.

Since the inception of the Taking Care of Business campaign, sponsorship has increased 211% from \$122,985 in 2006 to \$382,100 in 2008 and there are still seven months left in the year. Ad sales have increased 25% even though ad prices were reduced by 25%.

Over 100 volunteers participated in the campaign selling advertising and sponsorships to more than 120 companies. Members that had never utilized DavenportOne to promote their business found value in many programs and products offered through the campaign.

The one-stop shopping approach has resulted in some of our larger members sponsoring more events and buying more ads because they no longer feel nickel and dimed. They can see how cost-effective business promotion through D1 is and can actually better plan for the use of their marketing dollars.

The total expenses for the 2008 Taking Care of Business Campaign were \$44,922.20. Income raised to specifically offset campaign expenses was \$20,375. Therefore the campaign expenses were only 6% of total production/sales.

Our fiscal year ends June 30 and we anticipate a net gain in membership of 50.

Based on a recent member survey conducted by a third party, 70% of our members rated DavenportOne as doing a good or great job. We believe this is partly due to the fact that more volunteers are on the ground being good spokespeople for DavenportOne.

\* See attached budgets, financials and spreadsheets.