

American Chamber of Commerce Executives

Introduction to Total Resource Development

In collaboration with Bob Confoy, Revenue Growth, Inc.



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To purchase the complete RGI Sourcebook, please contact Bob Confoy at bobconfoy@rqinc.us

Products and Pricing

Searching for new products and reevaluating those previously offered is key to a successful campaign

Strategic Partner Initiatives

Setting Aggressive but Realistic Campaign Goals

The amazing thing about an aggressive goal is that it keeps you on course to reach your target

Training, Recognizing and Motivating Campaign Volunteers

The goal is for every team member to be trained prior to the kickoff event.

Revenue Growth's time-tested schedule of incentives produces results within the Chamber's budget

Marketing the Chamber and its Programs

Materials should be simple and inexpensive so that there are sufficient copies for their liberal use

Kickoff Event, Reward Sessions, Victory Celebration and Trip

Plan them well, make them fun, keep the focus on the volunteer and involve your top leadership

Campaign Communications:

Staying in Touch and Saying 'Thank You'

The mechanics can be done perfectly but you will fail if your volunteers don't hear from you

Checklists and Campaign Administration

Important software and other steps in managing your campaign

Chapter 1

Introducing Total Resource Development

The most successful approach for annual funding for Chambers of Commerce

Memberships and More!

Membership investments—*dues*—are the traditional way chambers fund programs and operations, and they will always be an important source of revenue. But dues income has a serious limitation—it can only come from enlisting more new members and getting existing members to pay more.

To address this limitation and to generate the significant additional revenue, chambers need to provide leadership in the communities they serve and launch a coordinated and aggressive approach to revenue development—dues and non-dues—made up of:

- Commissioned sales programs;
- Selling sponsorships for all programs, events and publications;
- Use of budgeted trades for products and services;
- Special program funding through multi-year campaigns;
- Conducting annual all-volunteer Total Resource Development Campaigns;
- Developing the Strategic Partner Initiatives (SPI).

Even in a growing business market, the potential for dues revenue is limited. While companies quickly max out on dues, most have far more marketing and foundation-eligible dollars. Linking the company's name with chamber programs and products became a win-win opportunity for the business and the chamber.

Utilizing volunteers in this aspect of fundraising is effective because volunteers have a greater depth and breadth of relationships in the business community than does staff.

Total Resource Development is much more than just adding existing sponsorship opportunities to the annual campaign. Chambers should also conduct a product valuation that identifies every chamber program, event and publication, and proposes pricing and levels of recognition that enable the chamber to offer sponsorships that are affordable to every member. When pricing is set, chambers must package each program, event and publication to be sold to existing and new members through the volunteers.

Special project funds, sponsorships, advertising, sale of publications, meetings and seminars, affinity programs, super funds, boards of advisors and special events such as golf tournaments are examples of chamber products and programs that can be packaged and sold. Most chambers have far more products than they are marketing. **The key is to look deeper into the organization for other opportunities, package them and train your volunteers to sell them.** Your best prospects will be existing members, but many new members can be sold a non-dues product in conjunction with joining the chamber.

Being open to seeking and receiving budget reduction items can be very lucrative. Companies are known to offer two to 20 times more in value if the chamber will accept their goods or services in return for credit for recognition, sponsorships or other chamber products.

Putting all these products into one selling effort enables the chamber to set a high goal that will attract a higher level of leadership, which in turn will generate a larger campaign organization, commitment and results.

A volunteer-driven campaign is the focal point of the process and should be backed up with an aggressive commissioned sales program, in-house sales and heavy emphasis on member retention. Solid financial growth doesn't just happen. It has to be planned and executed correctly, year after year.

Chapter 2

Planning for a Successful Total Resource Campaign

Implementation strategies for a record-setting campaign

Campaign Plan

The first step in implementing a successful Total Resource Development Campaign takes place when the chamber CEO and key chamber staff meet with the consultant. The purpose of the meeting is to establish the basis for working together. Important goals, dates and ground rules will be drafted, and the consultant will clarify the roles of the client and the consultant. An overview of the campaign and implementation plan/timeline will be negotiated.

The TRC concept has proven successful in hundreds of cities around the country. **Where chambers get into trouble is when they deviate from the recipe—most often attempting to take shortcuts.**

Topics at the initial planning session include:

- **Leadership.** Putting in place respected, quality leadership is essential to the success of a Total Resource Development Campaign. Chambers who involve the Chair-elect and current officers are most successful. We have developed guidelines for the Chamber Board, Campaign Chair, Vice Chairs, Campaign Cabinet, Team Captains, Team Members, and Campaign Director. See Chapter Three.
- **Teams.** Companies represented on the chamber's board of directors, major dues-paying firms and other large employers provide volunteer participation in the campaign. **Twenty to 25 company-sponsored teams are desirable.**
- **Products.** This is what Total Resource Development is all about: searching the chamber for products and services not heretofore offered to members for a price, evaluating those that have previously been offered, and **aggressively marketing these products through a volunteer sales effort.**
- **Goals.** Based on the product analysis, product goals, and the chamber's need for resources, an overall campaign goal will be established. The goal should be realistic based on the product review conducted by the consultant and chamber staff, but it should also be aggressive. **The more aggressive the goal, the more commitment, involvement and attention from the Board and others.**

- **Incentives.** Another important key to success. **There is an incentive plan for every size chamber** that will cost in the range of 10 percent of total campaign production including incentives and budget reduction.
- **Marketing Materials.** **Keep them simple and inexpensive so you can have sufficient copies available for liberal use by volunteers in the campaign.** The chamber's program of work document is basic.
- **Training.** **The goal is for every team member to be thoroughly trained prior to the kickoff event.** Use your commissioned sales force and successful volunteers if available. Lunch 'n' Learn sessions during the campaign can be used for make-up training and for additional product training.
- **Events.** Many major events are part of the Total Resource Development Campaign including the kickoff, reward sessions, victory celebration and campaign trip. They should be fun and informative. They should be run by the volunteers and be heavy on recognition. **A business CEO should speak at every meeting.** High-energy events help insure higher levels of participation.
- **Communications.** All the mechanics can be done perfectly, **but the key to success is talking and staying connected to your volunteers.** (We recommend EasyTRC software for communicating with volunteers.) Weekly newsletters, faxes and e-mail messages are good, but nothing replaces the personal telephone and face-to-face contacts with your volunteers. Try to keep voicemail to a minimum.
- **Checklists and Campaign Process.** These are the guidelines to successfully run a Total Resource Development Campaign. Comprehensive and accurate lists are your best friends.

Campaign Timeline

Initial planning to ensure a successful campaign begins with the **Campaign Timeline**. This detailed schedule of tasks and events is prepared based on your proposed start or completion date. The Timeline will be discussed and finalized during the initial planning meeting of representatives of the chamber and the consultant.

During the campaign process, if the consultant concludes that the Campaign Timeline has been significantly compromised, a special on-site problem solving meeting with the Chamber President, Campaign Chair, Vice Chairs, Campaign Director and selected Board members will be scheduled.

Telephone conferences will be scheduled weekly throughout the campaign.

Effective use of time and costs is a critical issue in proper planning and implementation.

Sample Weekly Schedule for Organization Phase

Prior to Week 1:

- Client sends following lists: Board of Directors, Major Employers, Home Office Companies, Member Investors from top down.
- Client sends completed Advance Survey.
- Consultant prepares list of companies with team potential and preliminary timeline.

Week 1:

- Orientation and planning meeting. Review the Resource Guide, develop an understanding of the Total Resource Development system, discuss organization, structure and leadership possibilities, identify companies to approach for teams, review timeline, determine preliminary goal, plan for product and pricing analysis, staffing.

Week 2:

- Campaign Chair is recruited.
- Preparation for consultant's visit to conduct product and pricing study.

Week 3:

- Campaign Vice Chairs (as needed) are recruited.
- Letters and personal calls to companies to request teams. Suggested material provided.
- Report given at Board of Directors Meeting.

Week 4:

- Consultant visit to do product and pricing study.
- Company teams recruited – personal calls by Campaign Chair, Chamber President, Chamber Board Chair. Vice Chairs can be enlisted to help. Vice Chair recruitment is completed.

Week 5:

- Continue team recruitment – personal calls by campaign leadership.
- Team CEO's appoint Team Captains.
- Campaign theme developed.
- Campaign goal is confirmed.

Week 6:

- Team recruitment is completed.
- Thank you letters to CEOs as teams are recruited.
- Assign teams to Vice Chairs.
- Team Captains and Vice Chair briefing held.
- Begin assembling team rosters.
- Consultants sends preliminary product and pricing report and recommendations.
- Campaign Training Manual preparation begins.
- Wish list is developed.
- Campaign trip location is finalized.

Week 7:

- Continue assembling team rosters.
- Kickoff site selected – sponsor found.
- T-shirts ordered – sponsor found.
- Order specialty items – noisemakers, etc.

Sample Weekly Schedule for Organization Phase, cont.

Week 7, cont.:

- Consultant sends template for Campaign Training Manual.
- Staff edits Campaign Training Manual.
- Chamber approves product and pricing recommendations.
- Chamber prepares narrative for Campaign Training Manual product pages.
- Incentive schedule finalized.

Week 8:

- Weekly Reward Session sites and sponsors sought.
- Database of all campaign personnel (Chair, Vice Chairs, Team Captains, Team Members, Board of Directors, key staff, consultant) is prepared.
- Team Rosters continue to be completed.
- Agenda for Team Training prepared.
- Campaign interns are selected.

Week 9:

- Campaign Training Manual is printed.
- Invitations to Kickoff event are mailed.
- Financial record keeping is set up.
- Campaign Envelope is printed.
- Training Agenda is prepared.
- All campaign materials prepared.
- Reward Session schedule and sponsors finalized.
- Interns begin work.

Week 10:

- Training meetings are held.
- All Kickoff arrangements are made: agenda, speakers, greeters, music, door prizes, menu, signage, head table, etc.
- Team goals are finalized.

Week 11:

- Additional training sessions held if needed.
- Database updated with late additions.
- Newsletter template prepared.
- Review final arrangements for Kickoff.
- Reminder calls about Kickoff to all campaign volunteers.

Week 12:

- Kickoff is held.
- Planning for first Reward Session begins.

Getting Staff Involved

Organize a staff committee and work with them on how the staff will be involved. **The staff should attend all reward sessions and campaign events.**

- The CEO calls a special staff meeting to present the campaign plan and emphasize how important the campaign is, and that the CEO and Board expect the campaign to be everyone's priority. The potential for budget reduction products to be sold and the wish list should be discussed.
- While the Chief Revenue Officer is designated lead staff, the CEO should stay involved. Also get the finance, communications and front desk personnel involved.
- Provide campaign team training for all staff. They need to know what the campaign is all about.
- **Include staff incentives in the campaign budget.**
- Sell the staff on their involvement in the campaign as a good resume-builder.
- Make sure the CEO reminds the staff that the positive financial strength of the chamber at the end of the year is good for all.
- Assign staff (**but not account executives**) to "coach" your teams. Let them be the point of contact at the chamber for their teams.

Chapter 3

Structure + Leadership = Success

A proven structure produces qualitatively superior results.

Organizing the Campaign

Stephen Covey observes that the interaction of people within organizations requires some kind of structure. Businesses use organizational charts to communicate that structure. Developing an organizational chart for the Total Resource Development Campaign is both a planning tool and a means of communication. Its linkage to the top leadership of the chamber emphasizes its importance; its breadth and depth of volunteer leadership ensures its success.

In order to institutionalize the Total Resource Development process, it is essential that the foundation of leadership be consistent year-to-year. Our most successful campaign processes are run by the volunteers and rely on the relationships built year-to-year.

Past campaign leaders should be invited to provide leadership in the Total Resource Development Campaign. Go back as far as records exist. Invite them to attend all campaign events.

Board of Directors

Get Board of Directors buy-in early on. Introduce the campaign at meetings of the Executive Committee and Board and make sure the subject is on the agenda of subsequent meetings to keep them up-to-date during the campaign.

Responsibilities of the Board of Directors can be summarized as follows:

- The Board of Directors should accept ownership for meeting the Total Resource Development Campaign financial goals.
- Individually, the Board should provide teams for the campaign and provide financial support to the campaign (sponsorships).
- Members of the Board should also attend campaign events: Kickoff, Reward Sessions, and Victory Celebration.

The objective is to have 100% Board Member participation through providing teams and/or purchasing sponsorships.

Campaign Chair

The first and most critical position to fill is that of the Campaign Chair. **Many chambers give the responsibility for membership and resource development to the chair-elect.** Some chambers formalize this by giving the chair-elect the additional title of vice chair for revenue development. This is a good choice in that it reinforces the message that the campaign is a top priority for the chamber. Where a separate vice chair for membership or revenue development is appointed, this person may also serve as campaign chair or, with the support of the chamber chair and chair-elect, recruit the campaign chair. Under any circumstance, the chamber chair, chair-elect and vice chair for membership should play active and visible roles in the campaign.

The most important quality of the Campaign Chair is the ability to secure the commitment of the CEOs of the chamber's most important member firms to participate in the campaign.

Responsibilities of the Campaign Chair can be summarized as follows:

- Actively involved and visible in Campaign
- Committing to the goal and a successful campaign
- Insuring broad based corporate participation in the campaign
- Selecting and motivating approximately 4+ vice chairs to assist in recruiting and managing teams
- Presiding at vice chair and team captain meetings. Keep these meetings on time but always cover production reports (campaign newsletter)
- Challenging volunteers at kickoff event to achieve goal
- Contacting and supporting vice chairs weekly during the campaign
- Working with CEOs of corporate teams to achieve team goals
- Using name, signature and personal clout to advance the campaign
- Being accessible to the chamber's campaign staff
- Assembling the CEOs of campaign teams at breakfast or lunch at mid-campaign to stress goal attainment and action steps to meet the campaign goal by the victory celebration.

Vice Chairs

Recruiting Vice Chairs should be a joint effort of the Board of Directors, Chamber President, and Campaign Director.

Campaign Vice Chairs have specific responsibilities—to assist the Campaign Chair in achieving the campaign goal and to oversee 4 to 5 teams including their own corporate team. Some Vice Chairs will also be individual producers, but be cautious about requiring Vice Chairs to produce. Their ability to provide long-term leadership may be more important than the short-term benefit of a few thousand dollars.

In some instances, especially after the first year, Vice Chairs may help with team recruitment. They should assist the Campaign Director with communication to the teams and top producers beginning in year one.

Establishing a tradition of Vice Chairs takes time. Often they are campaign veterans. This is a way to recognize them and to keep them involved. Vice Chairs often include prior year top producers and/or team captains.

The responsibilities of the campaign Vice Chairs can be summarized as follows:

- Assisting campaign chair with team recruitment
- Contacting, assisting and encouraging assigned team captains on weekly basis
- Attending meetings of team captains and vice chairs
- Working with CEOs to achieve team goals
- Accepting and achieving campaign goals
- Serving as problem solver and communications link with captains and teams
- Meeting group goal

*Don't make this complicated. The Vice Chairs are there for you.
Select people you can count on.
Building a team of Vice Chairs may take 2-4 years.*

Team Captains

After a company has committed a team, the next step is for the CEO to designate someone to serve as the company's team captain. Team captains are often successful producers, but that should not be a prerequisite. The most important attributes of a successful team captain are the confidence placed in them by the CEO and their ability to help recruit and motivate others within their company to achieve the goals established for the team.

Remember that you have no team until the team captain is confirmed.

The responsibilities of Team Captains can be summarized as follows:

- Recruiting team members from captain's company
- Committing to corporate team sales goal
- Securing commitment to team goal from each team member
- Ensuring 100% attendance at team member orientation
- Encouraging team attendance at weekly reward sessions
- Attending vice chair / team captains meetings
- Completing and insuring accurate production envelopes every week
- Accepting achievement awards and publicity for your team's production
- Succeeding in reaching team's product goals and overall goal

Team captains must be committed to their team and to meeting or exceeding their goal. **The chamber should sponsor meetings of team captains and vice chairs at least every second week during the campaign.** The Campaign Director should have frequent telephone contact with team captains. Use the job description to keep them on track. The Campaign Chair or a campaign Vice Chair should preside at these meetings. Emphasize that it is *their* campaign.

Team Members

You have to work with your teams. Show them how they can be successful and, most importantly, make them feel good about the campaign. You want them back next year.

The assumption may be that only persons who are in sales will be successful in the Total Resource Development Campaign. Experience has shown that this is not the case and **many star performers have no prior direct sales experience.**

Ask the CEO and Team Captain to select persons who can benefit from the training and exposure the campaign will provide. Select up-and-comers in the organization who will be challenged by the goal and motivated by the incentives.

The responsibilities of Team Members can be summarized as follows:

- Attending orientation and sales training session
- Prospecting and selling chamber memberships and other products
- Working with members of your team to meet the team's goal
- Attending campaign kick-off and weekly reward sessions
- Accepting individual achievement awards and publicity for production
- Meeting your overall personal goal and individual product goals
- Having fun!

Campaign Director

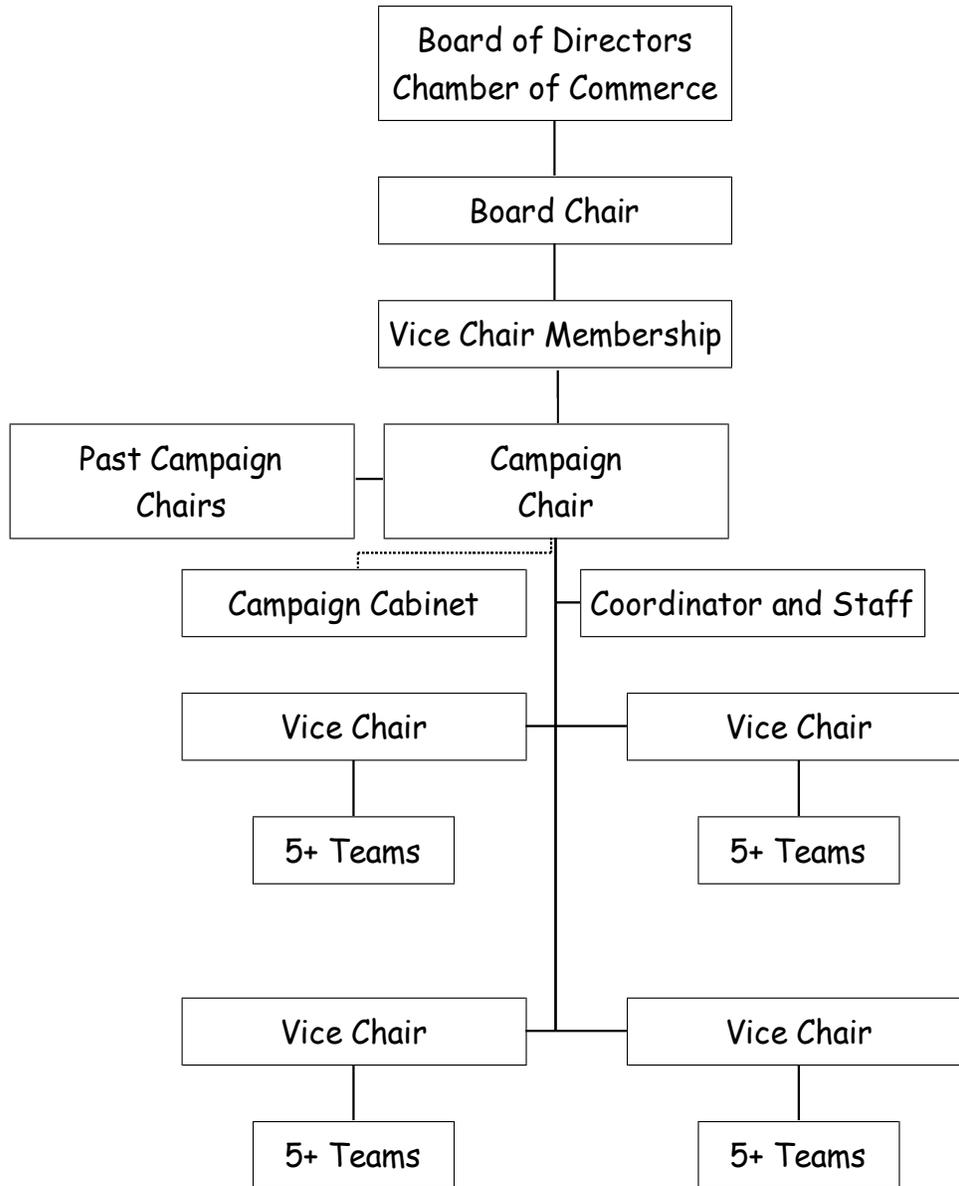
The role of the Campaign Director is integral to the overall success of the campaign.

The responsibilities of the Campaign Director can be summarized as follows:

- Supporting the Vice Chair recruiting efforts
- Directing and participating in Team Recruitment
- Building relationships with Campaign Chair, Vice Chairs, Team Captains and top producers
- Insuring that the chamber fully adheres to the Total Resource Development process and procedures by having the necessary staff in place
- Executing the preparation phase of the campaign in a timely fashion
- Empowering the volunteer sales force with the necessary support to run a smooth and successful campaign
- Providing timely reports to the Board on campaign progress

Campaign Organization

Business people are accustomed to organizational charts so one should be developed early for the Total Resource Development Campaign. The chart insures that every volunteer knows who is involved in the campaign and his or her relationship to the Chamber Board, Board Chair, Campaign Chair and Vice Chairs.



Note: Organization Chart above includes campaign titles only. Chamber’s Campaign Chart should also include names and company affiliation of all persons in leadership positions including Chamber Chair, Vice Chair Membership, Campaign Chair, Campaign Vice Chairs and Team Captains.

Four vice chairs are recommended in year one. The number could grow in subsequent years.

Job Descriptions

The Campaign Chair, Vice Chairs and Team Captains constitute the Campaign Cabinet. Together they provide the leadership for the campaign volunteers and are responsible to the Board of Directors for achieving the campaign's goal.

Campaign Chair

- Commit to the goal and a successful campaign
- Ensure broad based corporate participation in the campaign
- Select and motivate 4 campaign vice chairs to assist in recruiting teams
- Preside at Vice Chair and Team Captain meetings
- Challenge volunteers at kickoff event to achieve goal
- Contact and support Vice Chairs weekly during the campaign
- Work with CEOs to achieve team goals
- Freely use name, signature and personal clout to advance the campaign
- Be accessible to the chamber's campaign staff

Vice Chairs

- Assist Campaign Chair with team recruitment
- Contact, assist and encourage assigned Team Captains on weekly basis
- Attend meetings of Vice Chairs and Team Captains
- Work with CEOs to achieve team goals
- Accept and achieve campaign goals
- Be a problem solver and communications link with Captains and teams

Team Captains

- Recruit team members from his/her company
- Commit to corporate team sales goal
- Secure commitment to team goal from each team member
- Ensure 100% attendance at team member orientation and sales training sessions
- Encourage team attendance at weekly reward sessions
- Attend Vice Chair and Team Captains meetings
- Complete production envelopes for weekly reward sessions
- Accept achievement awards and publicity for your team's production
- Succeed in reaching team's product goals and overall goal

Team Members

- Attend orientation and sales training session
- Prospect and sell chamber memberships, sponsorships and advertising
- Work with members of your team to meet the team's goal
- Attend campaign kick-off and weekly reward sessions
- Accept individual achievement awards and publicity for production
- Meet your overall personal goal and individual product goals
- *Have fun!*

Board Resolution

The chamber's Board of Directors should adopt a resolution accepting responsibility for the chamber's "deliverables" during the campaign.

A sample resolution is provided below:

RESOLUTION

Supporting Total Resource Development Campaign
_____ Chamber of Commerce

WHEREAS the _____ Chamber of Commerce requires dedicated leadership and adequate financial resources to identify and advance the important initiatives that will result in _____ being a family oriented community that excels in the world market; and

WHEREAS the _____ Chamber has and continues to attract top leaders whose service on the Board of Directors helps insure that the chamber is an effective advocate for quality economic growth and total community development; and

WHEREAS the Chamber's growth in revenue has been moderate since _____, which can be greatly enhanced and certainly tempers the vision of the Board and staff; and

WHEREAS _____ (consultant) has been retained to help the Chamber raise additional resources through a Total Resource Development Campaign; and

WHEREAS the Total Resource Development program is dependent upon the support of the Chamber's top business members beginning with those represented on the Board of Directors; and

WHEREAS _____, _____, will serve as Chair of the Campaign;

BE IT RESOLVED that the Board of Directors believes the Total Resource Development Campaign will generate additional leadership and financial resources for the _____ Chamber of Commerce; and

FURTHER RESOLVED that members of the Board will accept ownership and responsibility for achieving Campaign goals: and

FURTHER RESOLVED that the Board will fully discharge their campaign responsibility by fulfilling their role as defined in the Campaign Resource Guide.

Chairman

Date

President and CEO

Chapter 4

Recruiting Teams for Campaign Starts with Top Member Firms

Any committed corporation can sponsor a successful team. Don't overlook new, smaller firms.

Recruiting Teams

The Total Resource Development Campaign exists to help finance the programs the Board has adopted so they become the primary target list for securing teams. The groundwork for the campaign should be laid when the Board adopts the budget early in the year.

We need a few good women and men: The campaign will run 8 to 12 weeks* so the amount of time required should not hamper their on-going performance. Most campaign meetings are at breakfast, lunch or after hours.

Any committed corporation can sponsor a successful team in a Total Resource Development Campaign. Financial institutions—long mainstays of traditional membership campaigns—are obvious choices. But you will need a variety of member companies to supply teams to be successful. Any chamber member company can have a team in the campaign, but experience has shown that those companies whose executives are most involved in the chamber are your best prospects for teams.

Start with the chamber's Board of Directors, Board of Advisors, top investors and major employers. Don't overlook new and smaller companies that can benefit from the exposure a Total Resource Development Campaign can provide.

It is always best to meet face-to-face when asking for a commitment to field a team in the campaign. The 5-8 companies expected to be the campaign's top producing teams should receive a visit from two or more chamber leaders such as the Chamber Chair, Chair-Elect, Campaign Chair and President. The membership

* Size of Campaign Goal will determine length of campaign. As a rule, the longer the campaign the more money will be raised.

department staff should always make calls with a top volunteer. In subsequent years, a letter may be sufficient to recommit companies that have previously supplied teams.

Team Recruitment

The process to recruit teams is summarized as follows:

- The process begins with a review of the Preliminary Team List provided by Revenue Growth Development. This list reflects the companies that are most active in your chamber. The teams will be divided into A, B, and C levels of support.
- Revenue Growth will work with the Campaign Director to develop the Team Solicitation materials – letter, campaign fact sheet, and response form (samples provided in this chapter).
- Once back at the chamber, the Campaign Director and Chamber President finalize the prospective Team List and send out Team Solicitation materials to those companies.
- The companies identified as “A” are then contacted to schedule personal visits. Three or more chamber leaders should make the personal visit – the Campaign Chair, Chamber Chair, Chamber President, and/or Campaign Director.
- Two-three days after the mailing, the Campaign Chair, Vice Chairs, and/or Campaign Director should contact the persons receiving the solicitation letter to review the team request.
- Once a team has been confirmed, the CEO or top officer of the company should designate a Team Captain. Once a Team Captain has been named, the CEO/top officer should meet with the Team Captain to determine the Team Members.
- The Campaign Director and/or membership staff should then contact the Team Captain to finalize the team roster. The list of Job Descriptions should be sent to the Team Captain to help in this process. Team Members should be made up of top performers and up-and-comers of the organization.

Remember that nothing takes the place of follow-up. **Follow-up is the key to successful recruiting.**

Campaign Daily Checklist

Monday

- Remind Vice Chairs to call their Team Captains (get weekly production estimate)
- Speakers, especially CEOs of teams, notified for weekly reward session
- Interns - call each volunteer to remind them of reward session (location, date, time, etc.) & determine attendance

Tuesday

- Review all trade out requests for weekly production
- Call each Team Captain to discuss weekly production estimate
- Interns – finish calls to volunteers & assemble sales packets for volunteers

Wednesday

- Money turn-in
- Input production in campaign web site
- Give finance department check requests for producers
- Determine special weekly incentives (if needed)
- Finalize script for reward session (top producers, teams, etc.)
- Fax final script to speakers
- Interns – make final preparations for reward session (inventory prizes, banners, nametags, noisemakers, extra production envelopes & sales materials, special promotions, etc.)

Thursday

- Get producer checks from finance department
- Meet with Campaign Chairman & other speakers prior to reward session to discuss script
- Update weekly newsletter
- Interns – set up & break down reward session

Friday

- Send out weekly newsletter (email, fax, mail) (volunteers, CEOs, Board Members, Revenue Growth)
- Send out next reward session postcard (volunteers, CEOs, Board Members)
- Complete preliminary script for next reward session

About This Toolkit

This copyrighted edition of *Introduction to Total Resource Development* has been prepared for ACCE members as an introduction to planning and implementing a Total Resource Development Campaign. All rights reserved. The contents may be used only by ACCE members for the purpose of conducting Total Resource Development Campaigns.

Revenue Growth principals Carroll Gray and Bob Confoy perfected the multi-product million-dollar annual campaign during their years at the Charlotte Chamber of Commerce. They called the concept **Total Resource Development**, and they hosted scores of visits from chamber leaders from across the country seeking to learn how they could replicate Charlotte's success. Sensing a demand for both the plan and the follow-up and coaching needed to ensure success, they founded Revenue Growth where their model has been perfected into one of the hottest fundraising program in the chamber business. For more information on Revenue Growth, Inc., please contact Bob Confoy at bobconfoy@rginc.us or visit <http://www.rginc.us/>.

