



Convergent

NONPROFIT SOLUTIONS

Better Fundraising. Better Results.

Opportunity Analysis: Findings & Recommendations for



SPRINGDALETM
Chamber of Commerce

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Background & Methodology

Organization Background

The Springdale Chamber of Commerce (Chamber) has been an integral part of Springdale's growth and development since the Chamber's founding in 1946. In years past, the Chamber's partnership with the City of Springdale and with the city's business and civic leaders is credited with the success of several important initiatives, including the building of Arvest Ballpark – home of the Northwest Arkansas Nationals baseball team – and Arkansas Children's Northwest, a pediatric hospital serving all of Northwest Arkansas and beyond.

The Chamber's advocacy efforts at the state level have been instrumental in passing legislation allowing cities and counties to underwrite economic development projects directly. These efforts have also been a key factor in assuring that state highway construction projects in the area will have continued funding.

The Chamber's most recent achievement is lobbying for the \$200,000,000 bond issue that will assure a steady stream of sales tax revenue to continue to fuel the city's growth and development for years to come. Under the leadership of its President and CEO Perry Webb, the Chamber's close working relationships with city government, community and business leaders and the Arkansas State Chamber of Commerce have been essential to its success.

The Springdale Chamber's success depends on the ongoing financial support of its members and other organizations and individuals who believe in its mission. To assure that the Chamber's priorities reflect those of the community, the Chamber undertakes a comprehensive process to identify initiatives most vital and worthy of funding. Capital fundraising campaigns in 2004-2008 (Springdale Tomorrow) and 2012-2016 (Ignite! Springdale) were each preceded by an extensive series of planning meetings.

Planning for the Chamber's next campaign began in December 2017 and continued through the Chamber's annual meeting in January 2019. During this meeting, those assembled voted on several issues they thought the Chamber should prioritize for its next capital campaign. Campaign planning began in earnest after this meeting.

Methodology

The Chamber contracted with Convergent Nonprofit Solutions (Convergent) to conduct a feasibility study for the proposed capital campaign. Convergent and a team consisting of Chamber President Perry Webb and Vice President of Communications & Special Projects Bill Rogers collaborated to develop a draft Prospectus (Appendix A), to outline the Chamber's proposed program of work over the next 3-5 years, and an Interview Request Letter (Appendix B), explaining the process and purpose of the study and requesting prospective interviewees' involvement. The Chamber staff also developed a list of nearly 70 potential interviewees, including current investors and non-investors.

The Chamber staff mailed the draft Prospectus and Interview Request Letter to study interviewee prospects. Convergent Project Director Whit Shepard conducted a total of 61 interviews with 66 business and community leaders between March 11 and March 29. Those interviewed (Appendix C) represent a broad cross-section of the region's business and community leaders.

To facilitate the interview process and best quantify the information obtained, Convergent developed and used a detailed Interview Questionnaire (Appendix D). Most interviews lasted between 45 and 60 minutes. It is important to note, however, that not all interviewees were asked or answered every question.

To encourage candid responses, Convergent assured all interviewees that their opinions and comments are confidential. They also assured interviewees that the meeting was not a solicitation for funding, but that feedback on the draft plan is critical to the process.

To that end, most interviews included a review of an Investment Range Table (Appendix E), illustrating the levels of private-sector financial support typically required to raise \$3,000,000.

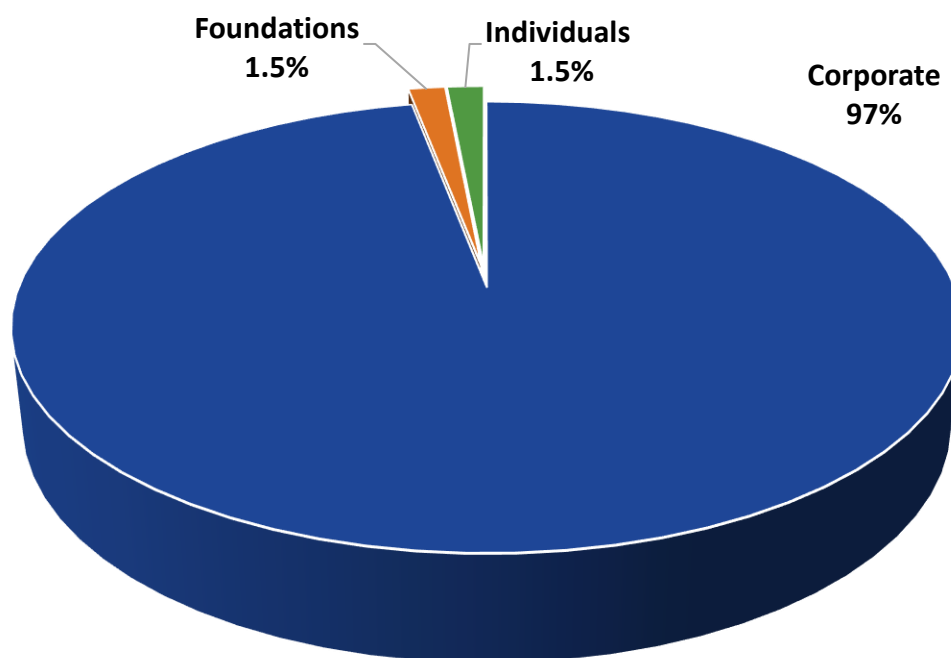
While not asking for specific funding support, Convergent sought information about a financial range of support that the interviewee and his/her company might consider for a campaign, given an acceptable plan and strong, supportive campaign leadership.

Though direct quotations appear in the report, Convergent is vigilant about its commitment to confidentiality. The comments are not attributable to any specific person, company, or industry and may be a combination of opinions.

The findings and recommendations are the results of careful analysis by the Convergent team based on our experience in hundreds of campaigns nationwide.

About the Interviewees

The chart below illustrates the composition of the interview sample regarding investor classification: Corporate, Individuals, and Foundations. The 61 interviews determine the percentages for each classification.



Fundraising Campaign Fundamental Principles

Convergent's experience verifies fundamental principles for a successful fundraising campaign. The principles endow an organization and its leaders with Asking Rights™. The purpose of each interview is to uncover the presence or absence of these fundamental principles.

Compelling Need and Sense of Urgency

The need is a well-recognized community, societal, or individual need; not an organizational need. A persuasive reason exists to fund this program NOW.

Effective Plan to Meet the Need

The plan gives an effective solution/response to the need.

Organizational Effectiveness and Fundraising Strength

The Board includes respected leaders highlighting an organization capable of executing a successful funding campaign and implementing the proposed project. Board members are enthusiastic, committed, and capable of supporting the campaign generously with their financial means, time, and other resources. The organization has a positive reputation, a record of accomplishment of success, or other attributes for stakeholders to have a sense of confidence in its ability to manage and implement the proposed project or program.

The Constituency has Adequate Financial Resources

Individuals, corporations, foundations, and public entities who care about the identified needs have the financial ability to fund the project.

Potential Campaign Leaders Available, Interested, and Committed

Leaders of influence and financial means are affiliated with and committed to the organization and the project. Alternatively, there should be substantial evidence that the organization could readily recruit leaders of proper stature and means.

Executive Summary

A consensus of interview opinions, combined with Convergent's analysis from similar chamber of commerce and economic development organization campaigns, indicates that the Chamber does not have Asking Rights™ with potential major private sector investors to raise \$2,900,000, the test goal. Convergent is confident that by following the recommendations and stakeholder feedback, the Chamber can improve its Asking Rights™ to exceed the \$1,400,000 raised in the Ignite! Springdale campaign and achieve a goal of \$2,000,000 or more.

Some general observations:

- The economic outlook for businesses in Northwest Arkansas is far better now than it was during the last capital campaign. The Chamber gets credit, along with a host of other factors, for the relative prosperity the region enjoys.
- The Chamber's members and community supporters agree that many of the priorities outlined in the Prospectus are very much the community's priorities, including;
 - The need for a more extensive array of quality workforce training programs.
 - Ameliorating the manifold traffic problems that restrict circulation in, out, and around Springdale.
 - Capitalizing on recent developments in attracting tech companies to downtown Springdale.
- To strengthen its campaign case for support, the Chamber must identify how the \$1,400,000 raised in the Ignite! Springdale campaign was spent and, more importantly, what specific benefits it provided for the community. Similarly, the campaign must detail the strategies that the Chamber will pursue with the proceeds from a new campaign.
- Early pledges from a handful of major employers and the Walton family will set the bar for the campaign. Virtually every potential investor said they would look to these lead investments to see if and how they will invest in the campaign.

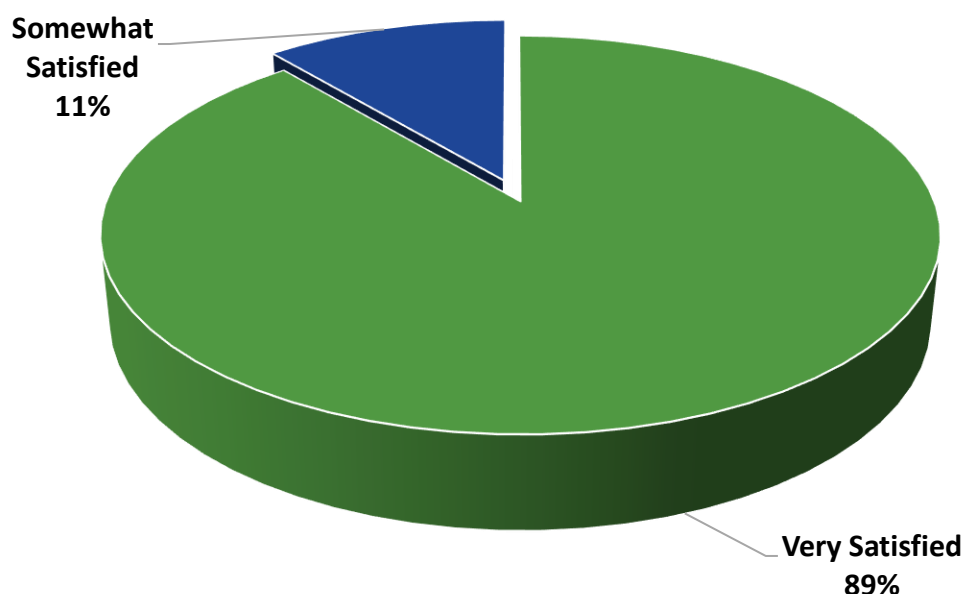
Detailed Summary and Analysis

The following is a summary of the interviewee responses. Interviewees are a cross-section from the region's public and private sectors and provide an excellent snapshot of various viewpoints.

Opinions on Health of Area Economy

Q. Are you satisfied with the growth of the NW Arkansas economy?

____ Very Satisfied ____ Somewhat Satisfied ____ Neither ____ Dissatisfied ____ Very Dissatisfied



Analysis

When compared with the responses to the same question in 2012, the change in the economic outlook among almost all interviewees is astonishing. In 2012, only 29% of the sample set were willing to characterize the economy as “good.” The majority – 68% – gave the economy a “fair” rating, as the recovery from the economic devastation of the 2008-2009 recession began to heal. While the local economy continues to recover, some responses indicate that not all areas of Springdale are recovering equally, based on geography and demographics.

In Their Words

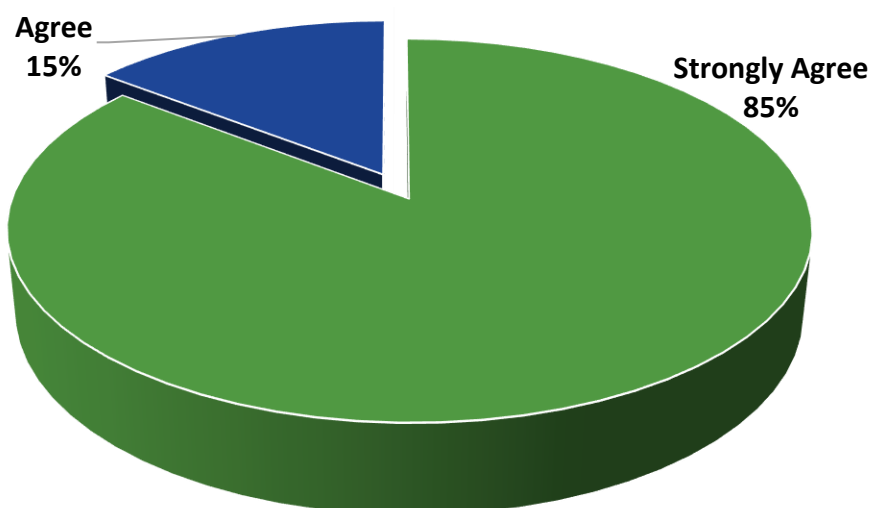
- “Certainly, compared with other areas of the state and the country. During the 2008 recession, everyone else’s economy tanked. Ours plateaued.”
- “Thanks to the ‘big boys’: Wal-Mart, Tyson, J. B. Hunt.”

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- *"We have seen a significant uptick in sales, interest, and sponsorships within the last two-three seasons."*
- *"The economics of our business is flat to declining because we are on the wrong (east) side of Springdale, surrounded by a lower demographic than the rest of the area."*
- *"The Fortune 500 companies here are standing by the community. The 6.2% cap rate on real estate transactions is attracting them, and they're staying."*
- *"My business is highway construction. With the passage of the bond issue, I'm in good shape."*

Q. Our area economy is positioned to keep pace or do better than the national economy over the next several years.

___ Strongly Agree ___ Agree ___ Neither ___ Disagree ___ Strongly Disagree



Analysis

The contrast with the economic outlook from 2012 is even more astonishing. In 2012, when asked if they would predict that there would be adequate future growth in the economy, a resounding 89% of interviewees said "no." However, as seen in the responses to the previous question, the perception is a disparity in the strength of the recovery between the east and west sides of Springdale.

In Their Words

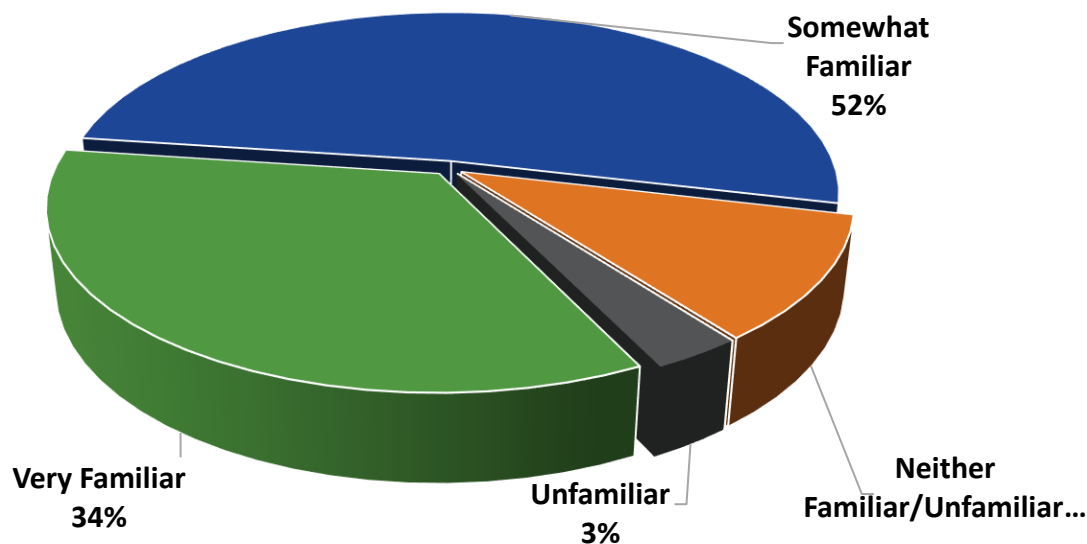
- *"Our economy is powered by a growing population coming here for a better and more affordable quality of life, thanks to investment by the private sector, particularly the Walton family. The university is also doing well."*

- *"We have a pro-business community. The education system is great. Everybody prospers when business prospers."*
- *"We will beat the national average for sure."*
- *"But we are heavily dependent on the major industries and how they do."*
- *"There are two Springdales, east of I-49 and west of I-49. There is next to no growth on the east side, so you have pockets of beautiful parks surrounded by blocks of dilapidated housing. The economic outlook is not nearly as robust as the west side, where all the money is going."*
- *"The state Chamber is a big player."*
- *"We get so much support from the Waltons, Hunt, Tyson, and other businesses."*
- *"It depends on whether we can get the quality of life and infrastructure needs met. We need to be able to get someplace in a normal period."*

Opinions on the Chamber and Its Effectiveness

Q. How knowledgeable are you about the Chamber and its programs?

___ Very ___ Moderately ___ Somewhat ___ Little/Not at All



Analysis

The combined percentage of "Very Familiar" and "Somewhat Familiar" responses is virtually the same as it was in 2012: 86%. However, the percentages within each are very different from the previous study. Only 34% of the responses in the current study are "Very Familiar" as opposed to 61% in 2012. The number of respondents only "Somewhat Familiar" doubled from 2012 to 2019.

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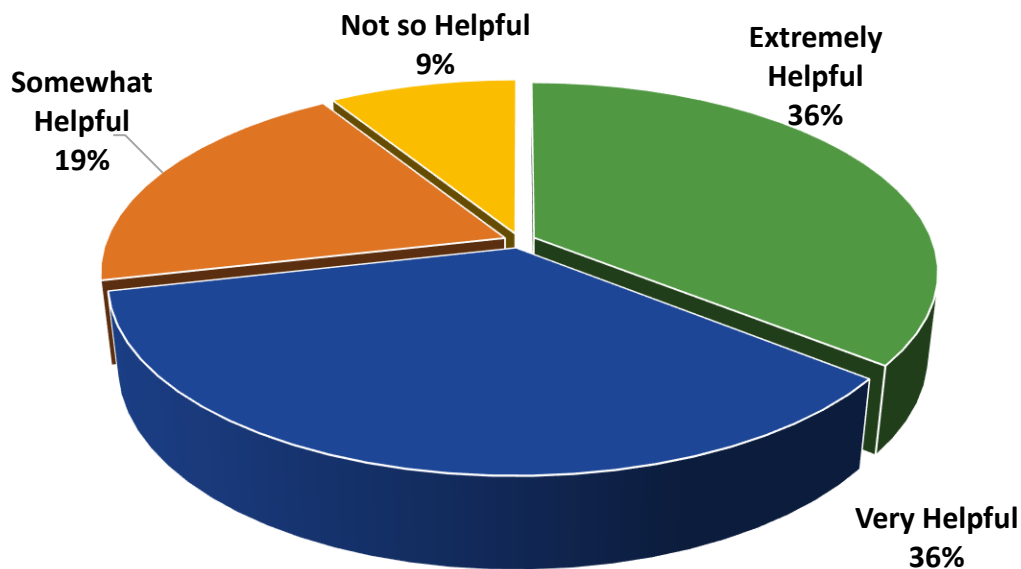
Despite a couple of positive comments below, these percentages and other findings discussed elsewhere show that the Chamber's membership is not as engaged overall as they once were.

In Their Words

- *"Of the four area Chambers, the Springdale Chamber is the one I know the least about. Each of the other Chambers makes working with state and local legislators and elected officials a priority, with weekly meetings with the mayor and other city officials as standard procedure. Springdale has something like this once a year. Since most of my work is with state and local regulators, I don't have much interaction with the Springdale Chamber. I get their emails and ribbon-cutting announcements, but that's about it."*
- *"I know all of the staff and most of the board. They do a great job keeping us informed of news and Chamber activities."*
- *"They do a good job of communicating what's going on, even too good a job. I get several emails a week."*

Q. How would you rate the economic development efforts of the Chamber over the past few years?

___ Extremely helpful _ Very helpful __ Somewhat helpful __ Not so helpful __ Not at all helpful



Analysis

With 72% of the interview sample characterizing the Chamber as "Extremely Helpful" or "Very Helpful," the Chamber's overall reputation is solid, as the "In Their Words" comments that show few critical comments. Some mentioned that it was difficult to determine the specific role the Chamber has played in the overall economic growth of the region.

In Their Words

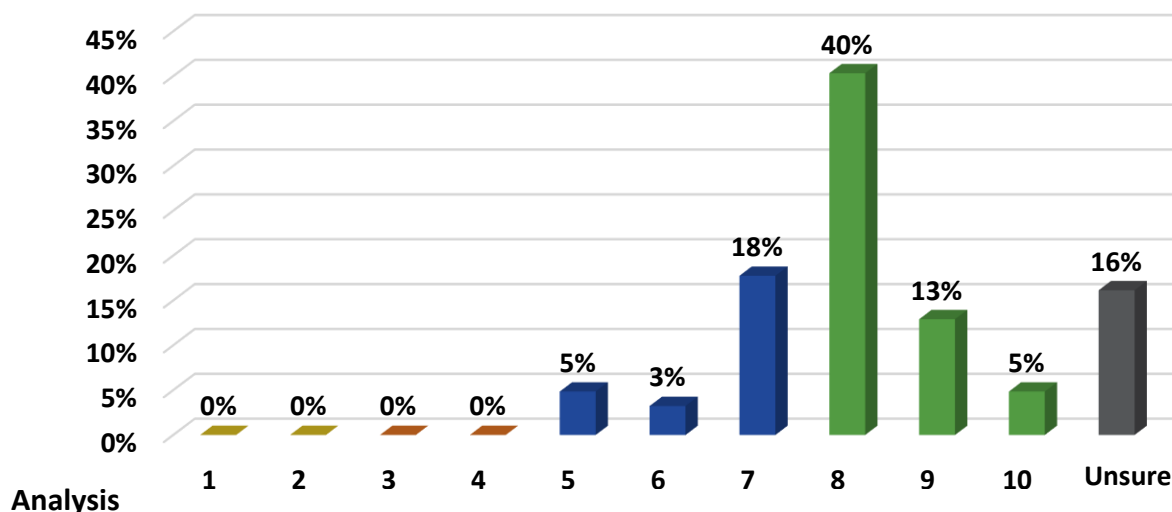
- *"All the Chambers would be a lot more effective if they worked together. There is no regional Chamber, but the Northwest Arkansas Council, funded by the Hunts, the Waltons and Simmons is where the rubber meets the road around here. It's where all the heavy hitters get together to coordinate ED activities for the region. They have done a particularly good job with a workforce training initiative under the leadership of Joe to replicate that model of employer-led technical training throughout the region, funded by a two-year grant from the Walton family in October of last year."*
- *"They've come a long way over the last several years."*
- *"They have provided good leadership. Our biggest hurdle is that we don't have the people we need to fill our employment needs."*
- *"They have a lot of vision. They are good at pointing out areas that we all need to work on. The Chamber was very effective in getting the recent Opportunity Zones bond issue, and the sales tax increase passed."*
- *"They are assertive in lobbying for Springdale development. They are not good at assisting all their members, like us."*
- *"So much of the growth has come from the individual efforts of the companies involved. The Chamber is more of a cheerleader."*
- *"If there has been any growth in economic development in Springdale, the Chamber has to have been involved."*
- *"They have the pulse of the community. When I have a question, it's answered. They have been an important source of momentum in the downtown redevelopment project."*
- *"It's telling that half the people on the Springdale Chamber board don't even live in Springdale."*
- *"They seem to be the absolute leader in workforce training among the four Chambers."*
- *"They have had some 'wins' recently. Springdale has its act together."*
- *"The economy here is on fire, and a lot of it is driven by the big companies, especially Wal-Mart and the two Walton grandsons (Thomas and Stuart, who have formed the Runway Group as a sort of venture fund, as well as Ropeswing, a restaurant concept). It's hard to say that the Chamber had much to do with the economic development here."*
- *"The effort to get Top Golf to come to Springdale is an example. It didn't work out, but the strategy was good, and Perry worked hard."*
- *"Don't know. Friends of mine say that the boom in business is twice that of 2002-4, which was pretty awesome."*
- *"They've only been moderately helpful to our company, but we all do better when the economy is as good as it is, and I am assuming the Chamber has something to do with that."*

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- *"It's hard to tell the impact of the Chamber in an already robust economy. The Chamber has done a good job politically and has a really good relationship with the school system."*
- *"Based on the presentation I heard at the annual meeting, I am very impressed."*
- *"The majority of the housing growth in which we are participating is in Rogers, Bentonville, and Centerton. The Rogers Chamber is much more active in economic development than Springdale, which has the worst track record of the four big Chambers in our area."*
- *"They do a good job. The Springdale Chamber can move fast when it needs to."*
- *"We haven't seen a lot of direct support, but I suppose if the economy is doing well, the Chamber must be doing something right."*
- *"I don't know how to answer that question. They have a reputation for wanting to help when needed. It's hard to know what credit to give them for the growth of the area because I don't know what they've done."*
- *"Springdale is pro-business, and I love it. They're aggressive, and I like that, too. City government is receptive to working with the Chamber."*
- *"The Rogers Chamber is ahead of the Springdale Chamber in terms of the construction industry."*
- *"It's gotten better in the last few years."*
- *"It seems they've been 'playing dodgeball' with the minority issues in the community."*
- *"Our firm has memberships in all the local chambers. The Springdale Chamber is the most active and the most beneficial."*
- *"The Chamber has lately been riding on the coattails of a strong economy. In the past, they have been instrumental in getting the Children's Hospital and Arvest Park."*
- *"I feel I have a personal relationship with Perry."*

Q. On a scale of 1 to 10, rate the effectiveness of

A. The Chamber's array of programs?



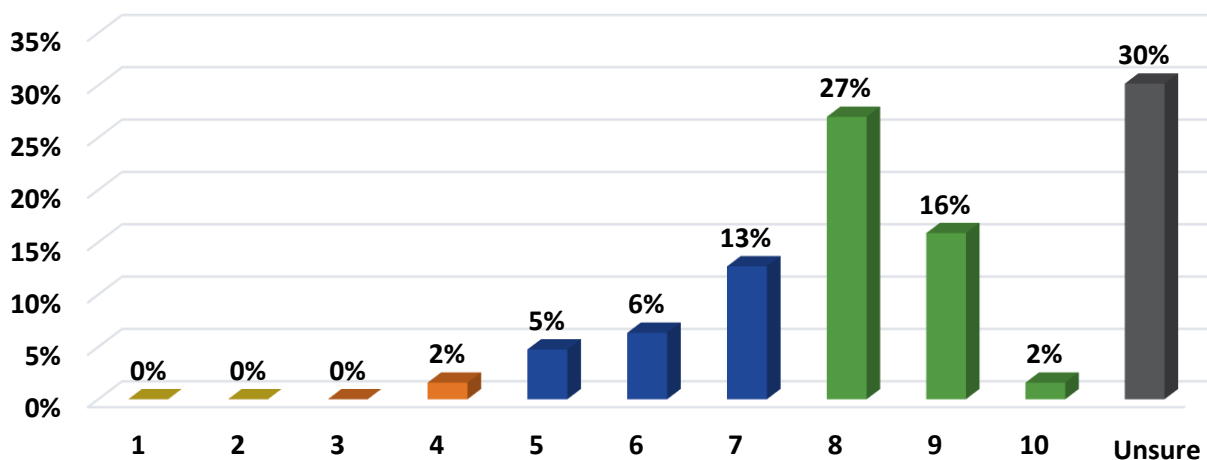
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The combined scores in the eight to 10 ranking are 58% of the sample. A percentage contrasted with 45.7% who thought the Chamber's 2012 programs effective. At the same time, a corresponding increase in the number of "Unsure" in the present study, almost doubles the number from 2012. This may indicate that the current sample of Chamber members is not as engaged as their counterparts in 2012.

In Their Words

- *"The new programs are pretty good. Some of the older programs are not good. The Thursday Morning Brew Coffee events are as well attended as any Chamber program in the area."*
- *"The same people keep showing up for the same old programs."*
- *The Springdale Chamber has always been behind the times when compared with the Rogers Chamber. "*
- *"My complaint about the programs is that you see the same people at all of them."*
- *"The networking isn't useful to me because the people who attend are the usual bankers and larger businesses. The programs are the weakest I've seen among the four chambers. The Rogers' Chamber events are the most dynamic: everyone speaks, so you know who is in the room with you."*
- *"Both the Rogers and the Bentonville Chambers do a better job of connecting with the leadership with other companies. The Chamber seems to recycle the same old programs."*

B. The Board of Directors?



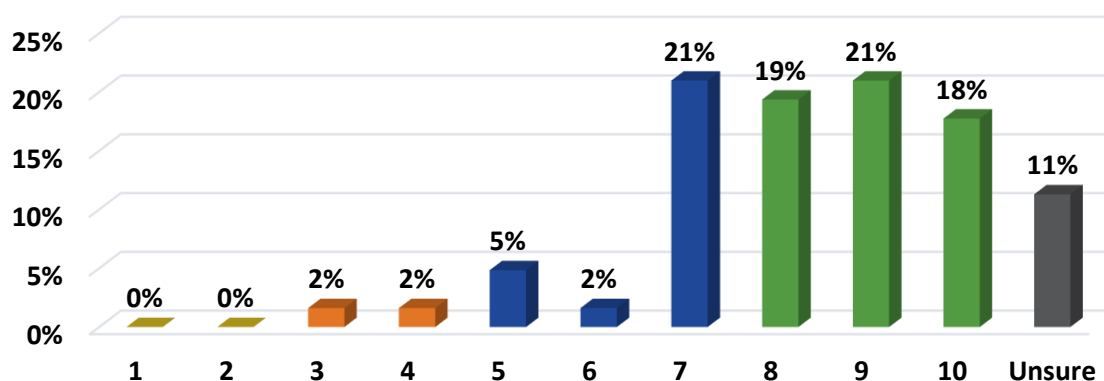
Analysis

The large percentile of the interviewees who replied "unsure" to this question are evenly split between those who simply didn't know who they are and those who feel that the leadership for the Chamber rests with President and CEO Perry Webb. The number of respondents who rank the Board's effectiveness at eight or above fell to 48% in 2019 from 54% in 2012.

In Their Words

- *"They're good people."*
- *"The board is not utilized to the fullest capacity. The board could be used more effectively."*
- *"The board is a bunch of old white guys 40-50 years old."*
- *"Diversifying the board is still an issue, just as it was back in the 1990s."*
- *"I don't know how much they drive the program. I think Perry drives the Chamber."*
- *"They are not providing any active leadership. It's all Perry's show."*

C. The Staff?



Analysis

These numbers are consistently high, demonstrating a healthy level of support for the staff. Curiously, several respondents commented negatively on CEO Perry Webb's style. However, even these interviewees see Perry as effective, particularly in the political arena. Overall, these numbers are slightly higher than they were in 2012.

In Their Words

- *"The rest of the Chamber staff provides consistent leadership, and I have to say that everything we have asked of Perry, he's done. However, Perry rubs some people the wrong way. He is wired into the community and local government, but he won't look at you if you're not doing something for him or he will say something that turns people off."*
- *"Staff is 100% committed. Perry can be combative. For instance, he was blatantly dismissive of every new initiative proposed by the newly-hired ED of Downtown Council."*
- *"They do a great job, particularly with events."*

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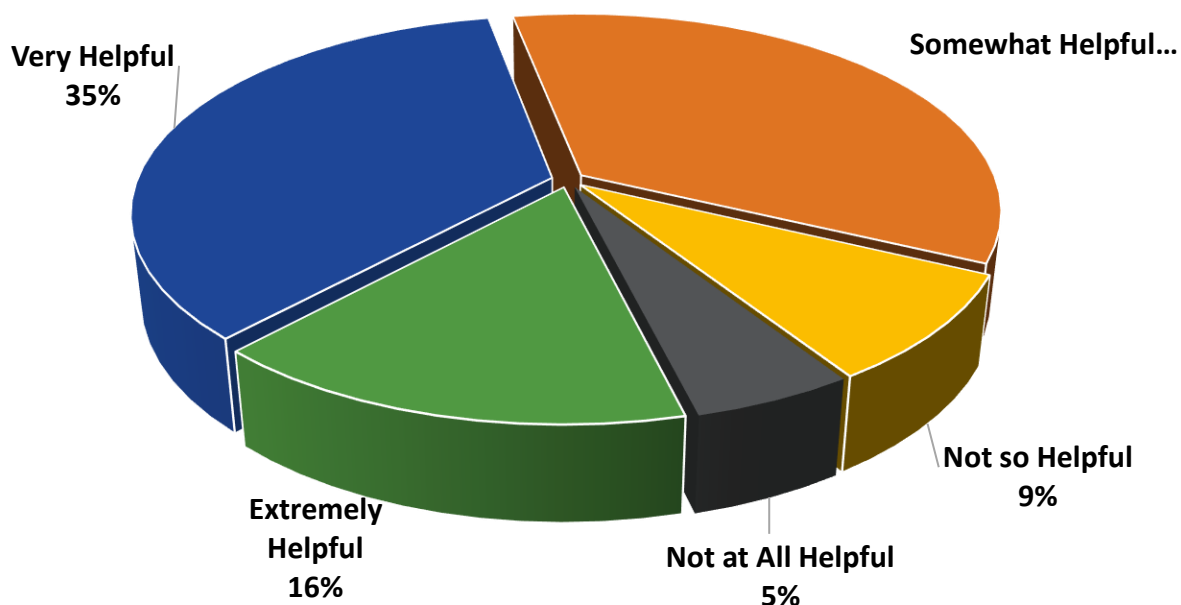
- *"With Perry, you either love him or hate him. There is a little bit of Donald Trump in him, but he is effective."*
- *"The staff is focused on Springdale. They eat and sleep Springdale."*
- *"Top notch."*
- *"Very effective."*
- *"Bill (Rogers) is very knowledgeable and a good spokesperson. Perry is effective, but the perception of Perry in the community makes him less effective than he could be."*
- *"The few staff I have worked with are very responsive. I have never seen Perry at anything and haven't worked with him."*
- *"There is significant room for improvement. There is no process in place to allow them to look objectively at problems and come up with the best possible solutions. There needs to be a more dynamic approach to problem-solving. All they do is poll the board and the members occasionally, so the results never really change. The strategic plan has to be a living, breathing document that is subject to systematic review but being driven forward by a process."*
- *"It's like with every staff. Half of them are pretty good, the other half not so much. We've lost many members because the staff wasn't working on keeping them. Perry is very effective, particularly with the political stuff, but many people don't like him."*
- *"We have been complaining about a lack of inclusiveness on the board for 20 years, and it's still the same."*
- *"I like the communications strategy with millennials using social media they have developed."*
- *"Perry is very effective and strong-willed. He is not going to be everyone's friend. Most Chamber executives try to serve everyone; not Perry. The rest of the staff is getting more out front than they used to."*
- *"I appreciate what the staff does. They are very responsive, and they don't waste your time."*
- *"They don't care about my office. I had to beg three times to host a Morning Brew at my office. They would promise me things and then would break their promise."*
- *"They're a good group."*
- *"There have been many staff changes. All of them except for Perry are interchangeable."*
- *"A couple of staff are not as proactive as they should be. I love the social media strategy they have come up with, though."*
- *"They have their 'darlings': used to be NanoMech, Sam's Furniture, Hearth and Home. That's all we would hear about. The rest of the local businesses get snubbed."*

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- *"The staff works hard, and they've done a good job. They've gotten much new blood on the board."*
- *"I've had more to do with Perry in the past than I do at present."*
- *"Great people. They think outside the box."*
- *"Perry has an overbearing personality that sucks the air out of the room, but there is some really good talent in the rest of the staff. Perry is ready to retire, but I have to say I have seen more enthusiasm out of him lately."*
- *"Perry is phenomenal!"*
- *"Perry 'gets stuff done' and is very perceptive. He understands the undercurrents. He has visibility for his leadership on the inclusion issue."*

Q. How would you rate the support to existing businesses and industry provided by the Chamber to encourage retention and expansion?

Extremely helpful__ Very helpful_ Somewhat helpful__ Not so helpful_ Not at all helpful



Analysis

The number of those who responded "Very Helpful" or "Extremely Helpful" dropped from 69% in 2012 to 51% in 2019. Conversely, the number of "Not So Helpful" to "Not at All Helpful" responses rises from less than 1% in 2012 to 14% in 2019, indicating a drop in the perceived support the Chamber gives to its members.

In Their Words

- *"Very helpful overall, but not necessarily for my bank."*

- *"Perry always talks about how we have to participate if we want to benefit from Chamber programs."*
- *"I think the Chamber is trying its best. There's not much it can do to move the needle on getting workers here in large enough numbers to make an impact."*
- *"If I need something done, I can count on Perry or Rhonda to do it. There is no wall or barrier between the Chamber and us."*
- *"We got hurt when the Chamber supported putting one of our biggest competitors near us. It took us a long time to come back from that. However, I understand it's part of their job to attract new business."*
- *"We have been frozen out of Springdale in favor of a handful of influential local business people who don't like the competition. It's not just the Chamber; it's the city, too. So, they're no help to us."*
- *"There are two kinds of members, and their level of involvement affects how they feel about the Chamber. Those who are on the inside, who are very active, have no question that the Chamber is effective. Those who aren't very involved, whether by choice, or size or another factor, tend to feel that there is a 'Good 'Ol' Boys' network that gets all the action."*
- *"I just don't have enough information."*
- *"They tend to concentrate on areas of Springdale where the growth is or could be. If you're an existing business on the east side, forget it."*
- *"I have no idea. We have never asked them for anything."*
- *"It depends on the business. Perry does a good job with the 'big money boys,' but not the regular members. I don't know anything about the committee structure for the Springdale Chamber, but the committees in the other Chambers are at the core of how those Chambers engage their members."*
- *"They don't work on retaining whom they've got."*
- *"They focus more on bringing in new business and less than they should on working with their present members."*
- *"We've been losing members until recently. We have been subpar in reaching out to smaller members, going to meet with them without asking for money. They are getting a dedicated staff member to work fulltime on this."*
- *"The bigger companies get the attention; not small businesses like mine."*
- *"Smaller companies don't get the attention that the larger ones do. I know a lot of small business owners feel the same way I do about the Chamber."*
- *"You get what you put into it. The communication and support were really easy when I was buying a building in Downtown Springdale."*

- *"There are opportunities for improvement. We're based in Rogers, and we wouldn't expect the Springdale Chamber to be so focused on us. We are members of all the Chambers."*
- *"Constantly pushing."*
- *"They've been really good on the job retention side."*
- *"They are willing to help you if you go and talk with them."*
- *"They are good at getting people together and supporting one another."*
- *"They sure helped me when I was starting. They put us in touch with all the people we needed to meet."*
- *"I don't think Perry necessarily favors large companies over the small ones. He favors companies that align with his interests."*
- *"I would rate them right in the middle. I don't have much hands-on experience with them. I don't see a lot of 'what can we do to help our members' from them. Few programs for industry, the builders, or the real estate community."*

Q. What specific Chamber accomplishments or programs have helped your business?

Analysis

In contrast to their responses to earlier questions about their awareness of Chamber programs and the Chamber's overall effectiveness, many respondents are very specific about what they see as the Chamber's recent achievements. The passing of the bond issue, the workforce training initiatives to date, and the redevelopment of Downtown Springdale receive the most mentions.

In Their Words

- *"The Chamber could be a lot bigger if Perry reached out to more companies to participate in important initiatives. For instance, he made a big deal about local banks investing in the community, but we were never asked to participate."*
- *"The Chamber hasn't helped us, particularly. I guess it's better that it's there than not."*
- *"Getting the bond issue passed and support for infrastructure and schools."*
- *"The Springdale Chamber was instrumental in working with the State Chamber to get us training rebates from the State."*
- *"They could do a better job with the business directory (that has a blurb about each company). I think they have interns doing it."*
- *"The Chamber's leadership program has been a real asset to our company and our community. I think the City Futures program is unique. It's amazing!"*
- *"The Opportunity Zone bond issue. Their work on infrastructure to relieve traffic congestion."*

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- *"I thought the City Futures sessions were extremely helpful in identifying problems and needs."*
- *"The Morning Brews have been extremely useful for networking and are well attended; upwards of 90-100 every Thursday morning, with five or six newcomers each time."*
- *"If there is a millage or sales tax passed, or when the Chamber gets behind the support of capital investment in the community, we benefit."*
- *The Morning Brews have been a prime source for networking for me. The people you want to see are present. They are engaging the right people. Perry has been particularly helpful in connecting me with people I want to work with or whom I need to see."*
- *"The Morning Brews have a very friendly atmosphere, peopled with new businesspeople of all types. A judiciously light introduction to Springdale."*
- *"Getting the bond issue passed in 2018. They were very important in promoting it."*
- *"The first Ignite! Campaign was when the first plan to develop the area on the west side of town around Arvest Park was created. Perry has had the job of juggling the interests behind developing Arvest Park and the interests behind developing downtown Springdale, and he has done a good job of walking that tightrope. Concerning the latter, the relationship between the Downtown Alliance and the Chamber seems to be working well."*
- *"The Leadership and Morning Brew programs."*
- *"Far and away, the effort it took to get the bond issue passed. Springdale is the most pro-business Chamber among the four. You see that in the makeup of the Board of Directors."*
- *"Networking events."*
- *"The successful bond issue is number one. They are not wildly successful at economic development, but they do a good job trying. It's a balancing act, and Perry does a good job at it."*
- *"The Morning Brew and after-hours networking events."*
- *"I really like social media and other strategies to reach out to a younger demographic to get them involved. It's not easy, and they are doing a good job."*
- *"The Morning Brews. It's a very impressive program."*
- *"We have directly benefited from the former Ignite! Campaign and projects coming out of the recently-passed bond issue, on which the Chamber was out front."*
- *"None that I know of. They promised a Chick-fil-A in downtown Springdale, but it never happened."*
- *"That's yet to be determined. I was not aware that the Chamber had anything to do with the passing of the bond issue, but the impact for us was minimal."*
- *"The Annual luncheon and the 'Chickin,' Peelin' & Politickin' luncheon with legislators."*

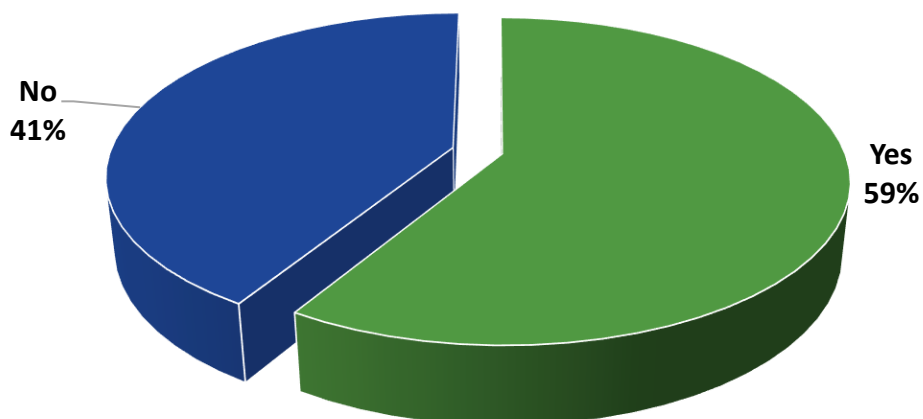
- *“Whatever role they played in revitalizing Downtown, particularly with higher-end boutiques and the like. Springdale is on the move. McDonalds gets replaced with Joe's Pub, which expands into Joe's Brew Pub, and so on.”*
- *“The restoration of downtown Springdale and bringing the Naturals to town from Wichita.”*
- *“The workforce training work they've done is really important. We haven't felt the benefit yet, not now, not next year. However, we will in five to seven years, and it's critical. Also, thanks to work the Chamber has done, Springdale business' voice is heard at the local and state level. The Chamber has given us a voice, thanks to the leadership they bring.”*
- *“Nothing direct, but indirectly every time they bring in new businesses it helps our economy and brings in more customers!”*
- *“The only time we see anybody from the Chamber is when they want money from us.”*
- *“Their emphasis on downtown revitalization.”*
- *“They have been good cheerleaders for specific city initiatives.”*
- *“The redevelopment of downtown. However, no one has ever reached out to us from the Chamber. “*
- *“Their workforce initiative. My industry (construction) needs to get busy and figure out how to get to the high schools and even junior high.”*
- *“The Chamber is very involved with downtown redevelopment. They bring coalitions of people together, which is exactly what they should be doing.”*
- *“Networking and the legislative updates and meetings are helpful. Keeping the membership informed.”*
- *“The workforce training initiative.”*
- *“Their support of the retail base. They help small companies as well as the large players. The Chamber was instrumental in getting Arvest Park built and getting the three East-West corridors passed.”*
- *“The Leadership Program and workforce training initiatives.”*
- *“They are so effective with the programming. Always consistent. They are dedicated to doing a good job for the community and us.”*
- *“The downtown revitalization initiative.”*
- *“The DC Fly-in.”*
- *“They have brought in new construction for NWACC, the ballpark and Children's Hospital. Also, downtown Springdale.”*

- *“The continuity of the Chamber. No peaks and valleys. I give the Chamber a lot of credit for the growth we have achieved around here. The fact that Perry can do what he is doing in a blue-collar community that doesn't depend on the Waltons or the Hunts is amazing.”*

The Draft Re-Ignite Springdale Plan

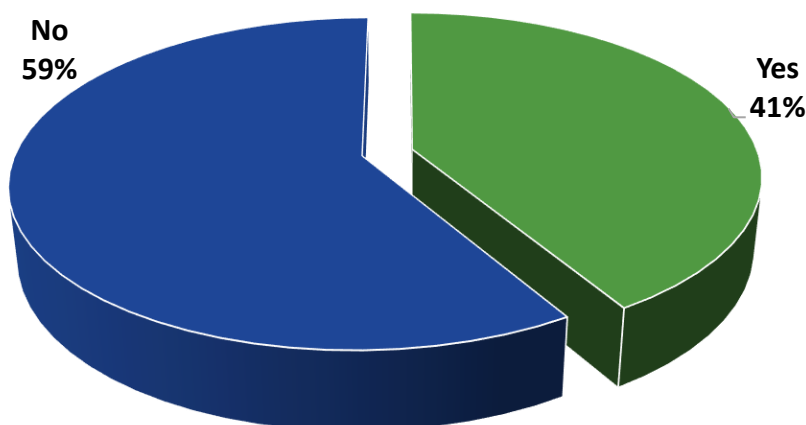
Q. Have you had a chance to review or read the Re-Ignite Springdale! Prospectus?

☐ Yes ☐ No



Q. As you may know, the priorities outlined in this Prospectus grew out of meetings of the Chamber membership and the Board of Directors in 2018. Were you a participant?

☐ Yes ☐ No



Analysis

Opportunity Analysis: Findings & Recommendations

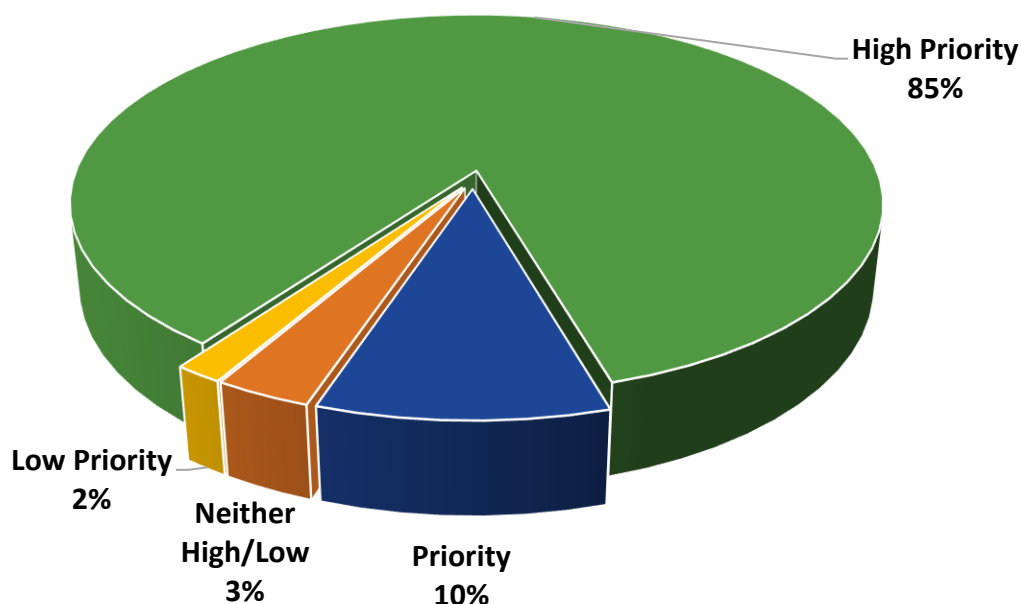
These two questions were designed to determine the extent to which each interviewee was familiar enough with the Prospectus to make an informed judgment about its initiatives. However, these interviewees needed minimal prompting and shared a variety of insights and opinions, reflecting thoughtful consideration of each.

Priority One: Economic Development

A. Workforce Training

Q. Do you think this initiative should have a

___ A High Priority ___ Priority ___ Neither High/Low ___ Low Priority ___ No Priority



Analysis

With 95% of interviewees responding with “High Priority” or “Priority,” this priority is one of the two highest scoring of any tested. Virtually every respondent is aware of and affected by the dearth of trained professionals in almost every field. Some dissatisfaction surfaced around the quality of the programs offered by NTI (also known as NWTI) as the Chamber’s partner in this initiative. Others are aware that this issue is a priority for the Northwest Arkansas Council, who address the issue regionally.

In Their Words

- *"The governor could make changes to the local tech training school (NTI) to fold it into the higher education programs, like at Northwest Arkansas Community College."*
- *"The Wal-Mart Foundation has helped expand the Don Tyson School of Innovation in Springdale to the rest of the region, under the auspices of the Northwest Arkansas Council."*
- *"It's important to stay relevant in workforce training and education, but this needs to align with what the Northwest Arkansas Council is doing. Ride on their coattails. The local Chambers should consider joining with the Council in one campaign. As a business leader, I want to write one check."*
- *"NTI is 'a gem.'"*
- *"The Chamber is on the leading edge of workforce development. They are spot-on in reshaping the curriculum in the schools and places like NTI."*
- *"Workforce development is all-important. It should drive everything we do."*
- *"Promoting workforce development training is important."*
- *"The education/training piece is definitely a high priority."*
- *"We have always supported and worked with NTI. Creating new job opportunities is always a high priority."*
- *"Training and upskilling workers to better jobs just accelerate economic and population growth immensely."*
- *"We are drowning in our need for all kinds of tech professionals. The Chamber has worked hard to communicate through the school system to advertise what jobs are currently available and what the requirements for them are. One example is our Workforce magazine put in the hands of every high school student. In many ways, Springdale is leading the country in this regard. Daniel Hintz is our consultant, who is nationally recognized for working with educators and employers. The money we raise in this campaign could be used to develop curricula for this effort, with an emphasis on robotics."*
- *"Internships gets a 'double star.'"*
- *"Workforce training is particularly important."*
- *"This is going in the right direction. It is a state priority as well as a local one."*
- *"The trucking industry is a perfect example of a sector that is local and crying for workers."*
- *"I know the Chamber has tried to reach out to high school students with the glossy guide, but there hasn't been any return on the investment. It's become a money-maker for the Chamber because they are doing one for the Fayetteville Chamber and others."*
- *"Ted Abernathy is helping both the Springdale Chamber and the NWA Council on this issue, which is important to us as well. NTI is weak; its largest program is in Cosmetology. It needs to be transformed to be helpful."*

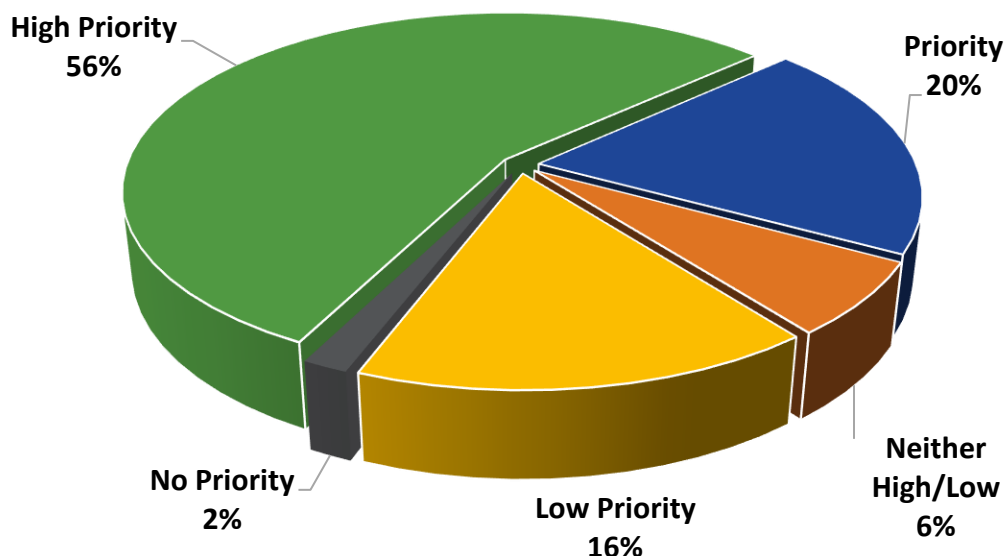
- *“NWACC (Northwest Arkansas Community College) is potentially a stronger training partner than NTI.”*
- *“As a blue-collar community, I think you are going to have to bring people in from outside to fill the tech jobs (including mechanics, plumbers, and other trades.) There aren’t enough kids here.”*
- *“This would be a medium-high priority. You have to question if it can all happen at once.”*
- *“This is a necessary factor, but I am concerned that they won’t provide kids with the kind of mid-tech training that will get them jobs beyond the ones their parents have, working the line at Tyson or George’s. How many diesel technicians and auto mechanics can the town absorb? We’re on the razor’s edge with the low income and under skilled kids in our community who aren’t given a chance to do better than their parents, which is why you are beginning to see gang activity in Springdale and Rogers. Springdale has to prove that it can generate white collar opportunities both for these kids and to bring others here to purchase the housing the Prospectus talks about.”*
- *“Tech training of our incoming employees is our greatest need, by far. We hire 50 or so people a year at all skill levels, from entry-level to mid-tech (people who know how to program machines). We tried to use NTI, but we have had too many experiences where new hires have all the certifications from NTI and have no idea how to do the job. They won’t look at entry level work because NTI says their education should allow them to come in at a much higher level! The way we get most of our workers is to recruit and train them. We try them out on different functions. We then figure out what skills they have and steer them into our in-house skills training program.”*
- *“The only thing I hear about NTI is it’s the place you go if you’re not good enough to get into college.”*
- *“I hear we are not meeting the employment needs that are already here. That said, I don’t think this should be the Number One priority of the Chamber. With the growth of workers coming into the area and the fact that it’s the least expensive place to live in NWA, these jobs will be filled by the influx.”*
- *“Workforce training is a high priority for us, and NTI has come directly to Tyson and to us to ask for help. We’re helping with some technology around ammonia compressors. But what is the Chamber’s role in this? How are they going to spend \$1,200,000?”*
- *“NTI is a train wreck. They seem to spend more time building an empire than anything else. They’ve come to us asking for \$30,000, but we have told them there need to be some changes.”*
- *“NTI is ineffective and needy, but having them as a partner would not affect my level of investment in the campaign.”*

- *"I don't have a high opinion of NTI. Stale programming rolls out the same old curricula year after year. We work directly with the Ignite program of the Bentonville public schools. We've hired an intern from that program."*
- *"It all depends on what industry you're in. I don't know firsthand."*
- *"I appreciate the emphasis on technology. I think NTI is great. We need an even balance between tech and non-tech, however."*
- *"I have confidence in NTI as a partner. They would need to assess the top 15 employers in town about their needs and align with them."*

B. Tech Town Brand

Q. Do you think this initiative should have a:

☐ A High Priority ☐ Priority ☐ Neither High/Low ☐ Low Priority ☐ No Priority



Analysis

"Growing the 'Tech Town' Brand" scored significantly lower than the Workforce Training initiative. While many interviewees are aware of the term as used by Scott Spradley, Chief Technology Officer at Tyson Foods, at the opening of Tyson's IT building in downtown Springdale, very few know what it meant beyond an interesting label. For most respondents, Springdale's primary identity is as a "blue-collar town," heavily identified with Springdale's manufacturing and food processing.

Some are concerned that efforts to turn "Chickendale" into "Tech Town" would result in a weakening of support for the companies that have been the bedrock of the city's economy for decades: Tyson Foods, George's, Cargill, and J. B. Hunt. The concept of Springdale as a Tech Town is intriguing to those who see it as an engine to spur development in the real estate in Downtown

Springdale. However, they are still unclear about how it would happen and what harmful effect it might have on the companies already there.

In Their Words

- *"The Tech Town concept was first applied to Tyson's IT facility, and Tyson's new CEO, Noel White, should continue to talk it up. The governor could make changes to the local tech training school (NTI) to fold it into the higher education programs, like at Northwest Arkansas Community College."*
- *"As far as expanding the 'tech town' brand, you have to be realistic about what kind of 'tech' we're talking about. This isn't Silicon Valley or Austin, Texas. We are a Protein Tech Town. We are all about food processing technology. We should celebrate and grow around that, not something we will never be. Tyson has an initiative around automating poultry processing with robotics. We could be a world-class center for that. Springdale wants to be something they're not."*
- *"As far as the Tech Town brand, just because you say it's so doesn't mean it is so. NanoMech was the only pure tech company to come to Springdale, and now they're in financial trouble (one of their venture capital lenders is suing them). Springdale is still 'Chickendale,' a blue-collar town."*
- *"Workforce development is all-important. It should drive everything we do. I am not a fan of the Tech Town concept, however."*
- *"I don't get the Tech Town concept. What is it? Certainly, robotics and high tech are increasingly important in food processing, but that stuff is made all over the world."*
- *"The Tech Town brand is too vague. It might be a tough sell to convince people that Springdale could be a tech center. What part of tech are they focusing on?"*
- *"Concerning the Tech Town initiative, there are a lot of industry sectors that are developing their technology, such as furniture manufacturing. CMC operators and robotics training are vital to many employers in our community."*
- *"Concerning 'Tech Town,' Bentonville is way out in front, and I don't know what this would look like for Springdale."*
- *"Don't know about tech."*
- *"Adding tech workers raises the median per capita salary level, which is already the highest in the NWA area."*
- *"I think it's a priority, but I don't know what kind of tech jobs and companies they are thinking about. We need more detail if we are going to invest in this, starting with what 'Tech Town' actually means."*
- *"The Tech Town concept came from Scott Spradley, Executive Vice President & Chief Technology Officer who came to Tyson from Hewlett-Packard, so he knows what he's talking about. The Tyson family wanted to build something in downtown Springdale, but*

it was only later that they dedicated it to a part of its IT staff. The real tech concept will be housed in the refurbished JTL trucking building downtown, and that structure will contain Tyson's "T-MAC" program for process automation and robotics."

- *"Both of these initiatives are critical to the redevelopment of downtown, which is where I think our primary focus should be."*
- *"It's a good idea. It gives Springdale something to 'own.'"*
- *"Seems to be more of an 'image thing' than anything else."*
- *"Very unrealistic."*
- *"This should be a great idea for Downtown Springdale."*
- *"The huge developments in Springdale undertaken by Tyson, the Waltons, and the Georges threaten to undermine the creation of the Tech Town culture of small tech-related entrepreneurial start-ups like WhyteSpider. These need small spaces, a two-story building, but the big three own all the land. Smaller entrepreneurs won't be able to survive here. It's doubtful you can have both."*
- *Certain people will be afraid of change, but being tech savvy is the wave of the future. "*
- *"This sounds like they're just latching on to some sexy phrase someone said that's trendy and running with it without knowing what they're doing."*
- *"We don't need tech; we need delivery truck drivers."*
- *"It's a great way to change the image of Springdale if they can pull it off. But we should concentrate on "feeding our own" first, and make sure that companies like Tyson and Hunt have the workers they need NOW."*
- *"You've got a long way to go to get to the point that people will refer to Springdale as "tech town."*
- *"The challenge of changing Springdale from Chickentown to Tech Town would be daunting."*
- *"Springdale is a blue-collar town. When you start talking about Tech Town, you are going away from who you are. You can't force your market to be something you're not. So, if you try to start some new economy from scratch, what do you think is going to happen to all the job and population growth based on what you already are?"*
- *"If you are a tech person, you are going to Fayetteville. I don't see what the Chamber would be doing."*
- *"Getting away from who you are."*
- *"This would be a high priority because of the revitalization it would bring to downtown."*
- *"We need the youngest, freshest minds to stay here. They may have red hair and tattoos all over, but that's OK. We don't want them chasing the dream in California."*
- *"Means more entities are buying into downtown."*

Opportunity Analysis: Findings & Recommendations

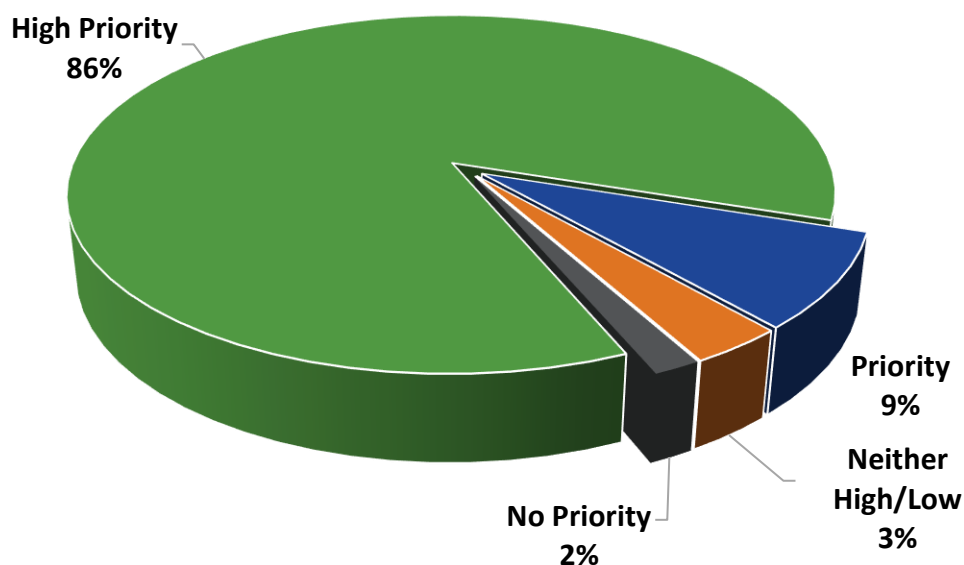
- *"I think the Chamber's role here is to manage the brand, not the process. Their job is to 'herd the cats.' Give people the chance to develop this on their own. The Chamber is not the driver."*
- *"Outstanding concept."*
- *"This will take care of itself. Doesn't need the Chamber's involvement."*
- *"The money should be spent on the amenities for the people who work in these start-ups."*
- *"Sounds like a good idea."*
- *"I'm not sure what the Chamber is supposed to do about this, however. It can't create a market where there isn't one. I would be cautious."*
- *"There are many tech opportunities in a BtoB business like ours. What's going to be important to these new employees is what happens after 5 PM that aligns with their lifestyles such as restaurants and entertainment choices."*
- *"We think that recruiting and retaining talent of all kinds is a crucial need for all our area companies. Not only is training important, but equally important is all the quality of life needs that will make people feel like they want to live here. That includes lots of cultural opportunities, dining, and entertainment. We like what is going on in downtown Springdale in this regard."*
- *"I think money should be spent on branding and recruiting."*

Priority Two: Transportation and Infrastructure

A. Transportation

Q. Do you think this initiative should have a:

☐ A High Priority ☐ Priority ☐ Neither High/Low ☐ Low Priority ☐ No Priority



Analysis

Highways and roads in and around Springdale and workforce training are the two most important initiatives for Chamber involvement according to this sample set. Virtually everyone interviewed has a horror story about the gridlock at several I-49 interchanges (the interchange at Highway 412 the worst) and the inadequacy of the main thoroughfares going east and west to handle the traffic due to population growth. While there have been significant improvements in recent years, in part, due to the Chamber's lobbying efforts in Little Rock, everyone understands that ongoing improvements in transportation infrastructure will be necessary and will cost millions of state and federal dollars to accomplish.

In Their Words

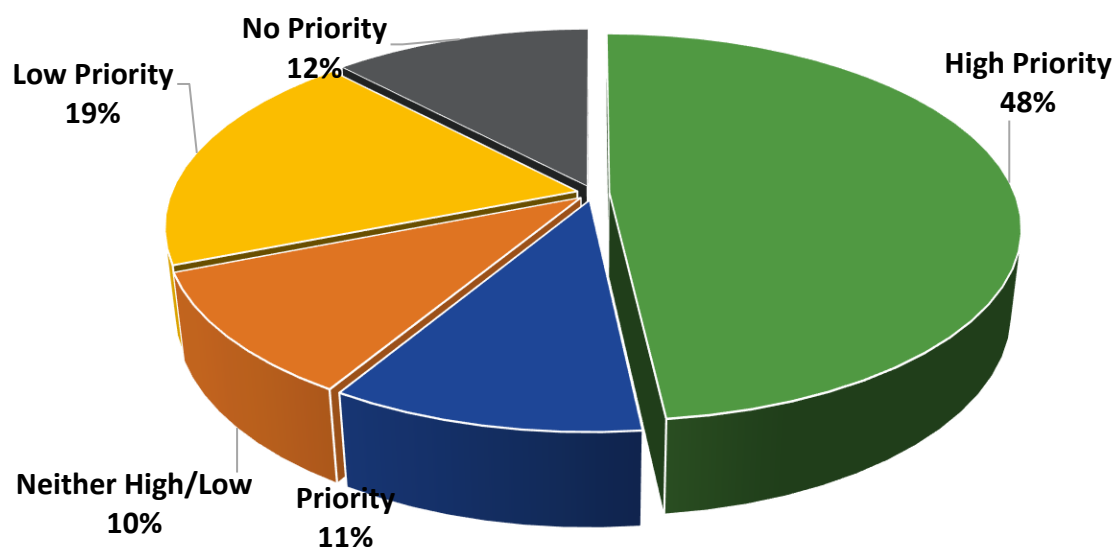
- *"Nobody who has lived here all their lives could have imagined the changes that have been caused by I-49. It goes right through the center of Springdale. Highway 112 needs to be a major emphasis."*
- *"The highway part will attract bigger companies to come here. The interstate cut the town in half and caused congestion in our east-west corridor. Opening up the east-west corridor will be huge for the next 20 years."*
- *"But I don't understand how these dollars are going to be spent by the Chamber. Some things don't take that much money to do."*
- *"The bottlenecks in the transportation system around our area is a real damper on growth."*
- *"We are choking on our lack of roads."*
- *"Transportation Infrastructure is essential and a high priority."*
- *"Road construction is a high priority. Trails are not."*
- *"Any relief is a high priority for us, particularly 412."*
- *"We are WAY behind the eight-ball on this. I don't know that we will ever catch up. They should concentrate on what has already been approved and, in some cases, started construction on."*
- *"I assume that at least some of this money will be spent on advertising and promotion."*
- *"The Chamber's input to the State Highway Commission has been really helpful."*
- *"This may be the highest priority of all."*
- *"This is as high a priority as there is."*
- *"Development is going to the north. There should have been a coordinated effort to upgrade the highway system way back when. Now we are behind the 8-ball playing catchup."*
- *"Springdale has already made great strides in improving the road system."*
- *"This is the most important priority and will continue to be. Growth follows roads."*

- *“Every town has its traffic problems, including Fayetteville and Rogers, both of which have terrible East-West traffic problems. Springdale has done a decent job keeping up with this (it helps to have a local on the state highway commission, Philip Taldo). I think the only way the Chamber would be involved in this is to work with the city, which should take the lead.”*
- *“The Chamber's role here is to keep everybody excited about this. Growth follows the roads.”*
- *“The Chamber's role here is to work with the Mayor's office to get the funding and support for this.”*
- *“This is important, but I don't think you need to throw much money at it.”*
- *“Why isn't there anything here about mass transit?”*
- *“How are the dollars going to be spent?”*
- *“Are these matching funds for state dollars?”*

B. Quality of Place Infrastructure

Q. Do you think this initiative should have a

___ A High Priority ___ Priority ___ Neither High/Low ___ Low Priority ___ No Priority



Analysis

Most interviewees focused exclusively on the trail system and the responses to this question track closely with the percentage of the sample that uses them. Many are eager to express their unhappiness with the bike-auto shared trail system, mainly when they try to maneuver through Fayetteville. Overall, this is a much lower priority than either economic development or transportation infrastructure issues that members want to see address.

In Their Words

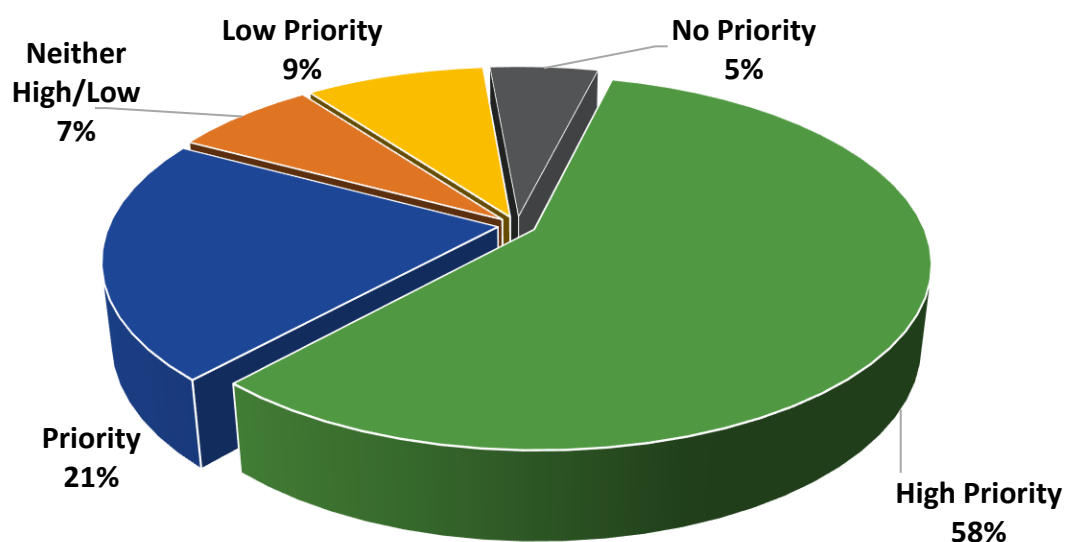
- *"There are already four Opportunity Zones in the area, and the Ballpark District and Gene George Boulevard. We need to get infrastructure there to make it work. The George family owns 90% of the land around there."*
- *"I would rank this higher than the Tech Town piece. The trail system is amazing; a great amenity. You don't hear the 'Why are we spending all this money on frills?' argument anymore."*
- *"Infrastructure is vital to handling the phenomenal growth we have experienced here in the last few years."*
- *"Transportation is a high priority. We already have great parks. We don't need parks on every corner."*
- *"The trail and hiking trail system is important. We have to keep up with the development of the latter that's going on in the communities all around us."*
- *"The trail system is important because of the Walton family investment in them. Springdale is playing catch up. Springdale would be a "missing link" as the rest of the system is developed. More and more people are looking to amenities like this as important to the community's quality of life."*
- *"The trails were the last item on the priority list at the Chamber meetings I attended."*
- *"As far as the trail system, we've got all this dedicated space, and nobody uses them. Making bicycle trails a priority is laughable."*
- *"Road construction is a high priority. Trails are not."*
- *"We would like to see a connection with the trail system east of I-49."*
- *"The road sharing/bike trail system is an irritant. The contiguous (to the road) bike lanes make driving difficult, and the joke is that you never see anyone on a bike in the bike lanes."*
- *"The trail system will help attract the new tech workers to live here. They will be looking for these things."*
- *"The parks and trails (including the Razorback Greenway) are already happening without our help."*
- *"I hate the bike lanes in the roads. It's dangerous, and you never see anyone in the bike lanes."*
- *"We need to do this to keep up with the rest of the trail system in the Bentonville/Fayetteville corridor."*

Priority Three: Springdale Growth

A. Minority leadership

Q. Do you think this initiative should have a:

___ A High Priority ___ Priority ___ Neither High/Low ___ Low Priority ___ No Priority



Analysis

While overall growth is a high priority, very few see a clear path for the Chamber to determine how to recruit and develop minorities for leadership. Some see a cultural challenge, particularly with the Marshallese community, perceived as antithetical to engaging others, not of their ethnicity.

It is difficult for many to reconcile how Hispanic, small business owners could devote themselves to civic leadership at the cost of running their businesses. Nevertheless, an effort to engage more fully with this community still is a high priority. The increasing incidence of crime and gang activity clustered around east Springdale could be a harbinger of more trouble, despite the excellent job done by the public school system to encourage respect for diversity.

In Their Words

- *“Everybody has been trying to figure out how to recruit minorities, particularly Hispanics, for business leadership in their communities. How are you going to do to this? What you should do is find places that have been successful in doing this and copy their example.”*

- *"The basic problem with recruiting minority leadership is the pervasive 'We don't accept you because you're not from around here' problem in this community.' You will need to work hard in breaking down that barrier."*
- *"As far as minority recruitment is concerned, I don't know why this shows up in this Prospectus. Perry has talked a lot about inclusion, but It was rated as dead last as a priority at the meeting I attended. It's not even on people's radar."*
- *"We need to embrace this, but I just don't see how the dollars will be spent."*
- *"Minority leadership recruitment is a high priority."*
- *"Eddie Vega owns a Hispanic radio media company and is the go-to guy for the Chamber. We have also had some success with our Experience Springdale tours with Hispanic participants 8-10 people participate every 3-4 months."*
- *"The minority leadership recruitment is a high priority. The demographics alone tell you that."*
- *"Minority recruitment is a short-term priority, which makes the highest."*
- *"Identifying minority leadership is huge, and Springdale is the only city that can do this thanks to the size of the Hispanic and Marshallese populations there."*
- *"The tech community is far more diverse: people from India and China. You are going to have to be more inclusive to keep these people."*
- *"It all starts with the schools, which makes the divide between the east (Hispanic and poor) from the west (white and affluent). As long as you have this have/have not situation, you won't be able to create an inclusive community in Springdale. I have no idea how to go about doing this."*
- *"The Chamber gets more points for their efforts than for their results."*
- *"It's a high priority, but I'm not convinced that the Chamber can do this. Looking at the present board, I am wondering why any minorities would want to be a part of it."*
- *"This is a very 'racial' town."*
- *"We should be letting the leaders rise to the top. I think there is too much finding tokens to look inclusive."*
- *"I don't know. Let's try it once, I guess. I know we, at our company, have tried to get our Marshallese to be interested in rising through the ranks and become more part of management, but they have a completely different attitude toward that than we do."*
- *"This is important because of the growth of these communities."*
- *"There used to be a stigma associated with living on the east side of Springdale, but I think that is going away. What Tyson has done downtown has helped a lot. I don't know how to fix this, but something needs to be done."*
- *"How do you do this?"*

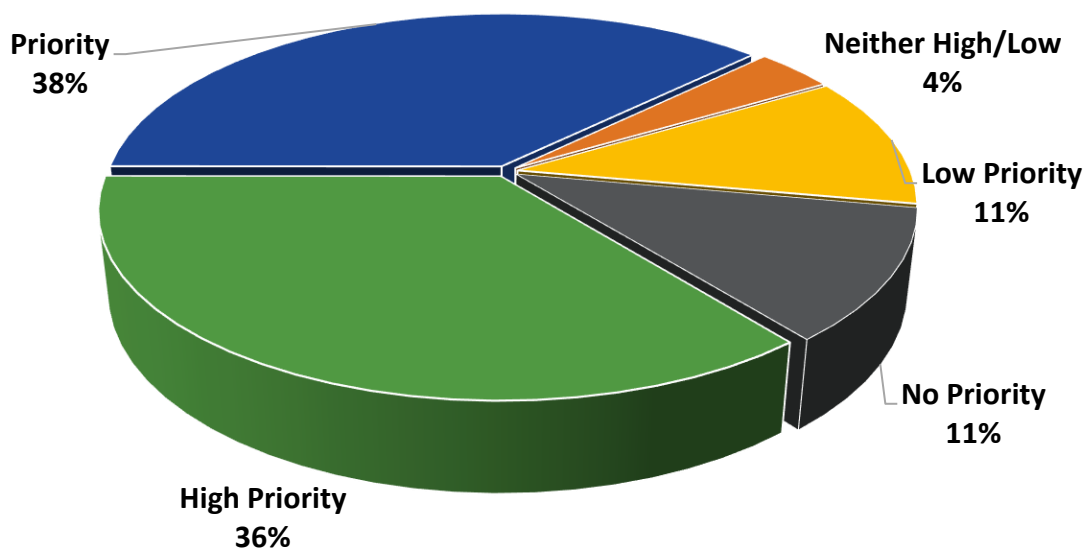
Opportunity Analysis: Findings & Recommendations

- *"The Chamber would have a clear role in this. There was at least one previous attempt at a minority inclusion initiative, in 1995-96."*
- *"It's interesting that - at the annual meeting at least - everybody thought something should be done, and yet it got very few votes."*
- *"A very high priority. We have already identified a few people from the Hispanic community who could be good leadership candidates. The Marshallese community is a tough nut to crack."*
- *"This is going to be a generational challenge. We may have to wait for the kids who are translating for their parents to get old enough."*
- *"Leadership will follow the change in the economy."*
- *"They're not going anywhere, so you need to be creative and celebrate the diversity publicly. Privately, you have got to get the police chief to crack down on the East Springdale gangs."*
- *"Perry has been out front about this. He gets props for pushing it at the annual meeting in a very forceful way."*

B. Marketing & Adding to Housing Stock to Attract Senior Executives

Q. Do you think this initiative should have a:

☐ A High Priority ☐ Priority ☐ Neither High/Low ☐ Low Priority ☐ No Priority



Analysis

The high scores when "High Priority" and "Priority" add to total 72%, belie the skepticism reflected in the comments. There is no doubt that higher-end residential communities are

desirable, according to most interviewees. The likelihood of attracting developers to Springdale to construct these homes as well as a lack of clarity around how the Chamber could directly affect the housing market is clear in the responses.

In Their Words

- *"We need housing development on the west side of Springdale. This is a big deal."*
- *"We need to embrace this, but I just don't see how the dollars will be spent."*
- *"The upscale housing part seems very narrow-minded to me. Why concentrate on one price point? There are plenty of million-dollar homes around where I live. If the purpose is to attract a diverse population, you are defeating the purpose. There are three reasons people look at when they consider where they are going to live: the quality of the school system, proximity to work, and the crime rate. Work on those!"*
- *"All of this is going to be tough to do."*
- *"Probably necessary. Springdale has a stigma that it is a 'blue-collar' town. There needs to be a mix of low-, middle- and high-end housing."*
- *"Hard to say about executive housing. There's plenty of them in Rogers."*
- *The housing program is a long-term play and is less of an immediate priority."*
- *"Again, this is something you're going to have to have if you want to become a Tech Town with many tech companies coming here."*
- *"We definitely need housing."*
- *"We've got to be able to figure this one out if this area is going to be viable, not just the west side of town."*
- *"This isn't something that's going to be fixed by a one-time cash infusion from a campaign. This is going to take a continued, sustained multifaceted effort, including attracting high-end retail and restaurants."*
- *They aren't going to build anything until there are enough senior executives and empty nesters that are interested."*
- *"This is going to be difficult: builders don't do this for charity. There has to be a critical mass of buyers."*
- *"Springdale smells like dead chickens from time to time. Nobody wants to live with that. A lot more is going to have to happen before senior executives buy these houses."*
- *"Not going to happen. The folks who own all the land (Georges) don't want to develop it as single-family homes. The Georges are building a high-end apartment building, and that's it. Tyson the same way. They don't have the interest or incentive to develop the land, unlike Johnelle Hunt at Pinnacle and other parts of Rogers/Bentonville."*
- *"The Chamber should focus on growing businesses, not the lifestyles of their employees."*

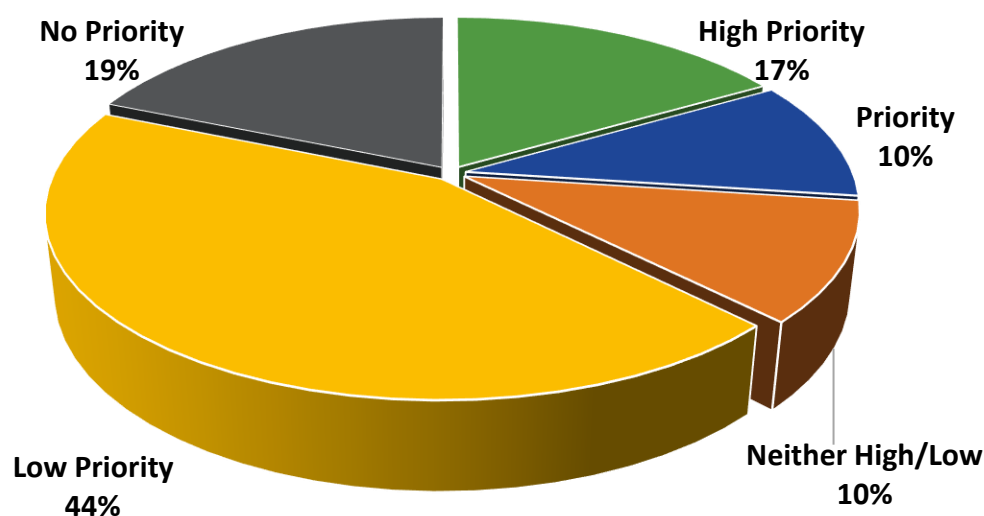
- *"I finally moved to Fayetteville because I found a community I wanted to live in, with the kind of housing you're talking about (\$350,000 and above) ...and I was born and brought up in Springdale. It doesn't sound like it's changed a lot. I am not in favor of trying something to see if it might work. Who is going to build these houses if there is no market for them?"*
- *"It's a real problem. We have lots of subdivisions with \$150,000 homes, nothing at the \$300,000 level."*
- *"This is a high priority. It starts with the high schools. On the east side, families scatter to places like Rogers when their kids graduate middle school. They get out because they don't want their kids to go to Springdale High, which has all the problems associated with a minority majority of lower-income families, most on some assistance. You can build all the houses you want, but they will be empty unless you fix the school system by equalizing the resources in the high schools."*
- *"If it made economic sense to build these homes and communities, they would already be here."*
- *"The Chamber was initially involved in developing the master plan for the west side, but they don't have a role now."*
- *"I don't know what role the Chamber would have in this."*
- *"It would help improve the image of Springdale. All the industrial acreage we have puts the brakes on residential growth."*
- *"It's certainly desirable, but I don't know how doable."*
- *"You have to have the developers ready to do this, not the Chamber."*
- *"It would help a lot if the schools did a better job telling their story about the races mingling together and the high quality of education. People on the outside don't know how good the school is at this."*
- *"There are a lot of moving pieces to this one, including the quality of the schools. This is a lower priority because I think it is a real stretch."*
- *"We've been battling this for the last ten years. This will take care of itself."*
- *"If Springdale wants to attract these folks (particularly physicians connected with the new pediatric hospital) the amenities are absolutely required. Don't use the phrase 'Senior Managers.' Should be 'middle managers and above.' They can afford these homes."*
- *"It's a high priority, but this is also a hard sell. An uphill battle, particularly on the east side, with all the ESOL kids in the schools. The economics will dictate whether or not they will build homes, not the Chamber."*
- *"If I am supposed to buy one of these homes, I need to know what I am going to get that I wouldn't get in Rogers."*

- *"It would be great to have 'advocacy training' for realtors, with a new message on why Springdale's diversity could be a drawing card for incoming executives looking for a richer experience than what you get in a 'gated ghetto.'"*

B. Blue Zones

Q. Do you think this initiative should have a:

___ A High Priority ___ Priority ___ Neither High/Low ___ Low Priority ___ No Priority



Analysis

Only two out of the 66 interview participants had any awareness of the "Blue Zones" concept or methodology. Even after a brief description, skepticism remained high, although there continues to be moderate interest in healthy lifestyles as an emphasis for Springdale's future development.

In Their Words

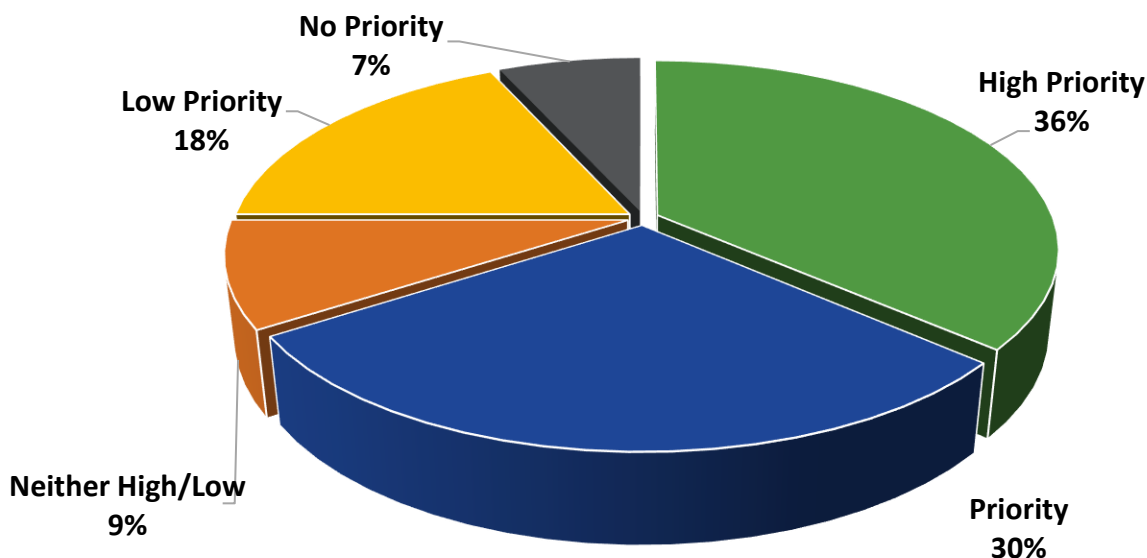
- *"Mandating lifestyle changes doesn't always change lifestyles."*
- *"We need to embrace this, but I just don't see how the dollars will be spent."*
- *"I wouldn't make healthy lifestyles a priority."*
- *"I've never heard of this 'Blue Zone' concept. I didn't know it was a problem. I'm skeptical."*
- *"The Blue Zone concept is interesting, but there is no guarantee that it will work."*

- *"I don't know what the Blue Zones are, and I can't think this is more than a medium-level priority."*
- *"I have no idea what you are talking about."*
- *"I don't know what a Blue Zone is but working on this improves the overall image of the city."*
- *I would need more information. I don't know what Blue Zones are."*
- *"Great concept, difficult application. Springdale is a working-class community, and they will be resistant to this."*
- *"This is going to be tough, particularly with the minority/low-income community. In other communities, there is a Council of Governments or other regional organization that has a staff chasing grants for this stuff like the Kellogg Foundation and its international nutrition work."*
- *"Using trails makes people healthy."*
- *"This would be great for the Chamber to do. Perhaps partner with the hospital on new wellness programs."*

C. Developing Retail, Entertainment, and Commercial Development around Arvest Park

Q. Do you think this initiative should have a:

☐ A High Priority ☐ Priority ☐ Neither High/Low ☐ Low Priority ☐ No Priority



Analysis

While two-thirds of interviewees think this either a "High Priority" or a "Priority," most believe that any development around Arvest Park and the area west of I-49 would be driven by the

landowners there; the George and Tyson families in particular. There is some frustration that the most significant amount of developable, contiguous acreage in Springdale remains undeveloped.

In Their Words

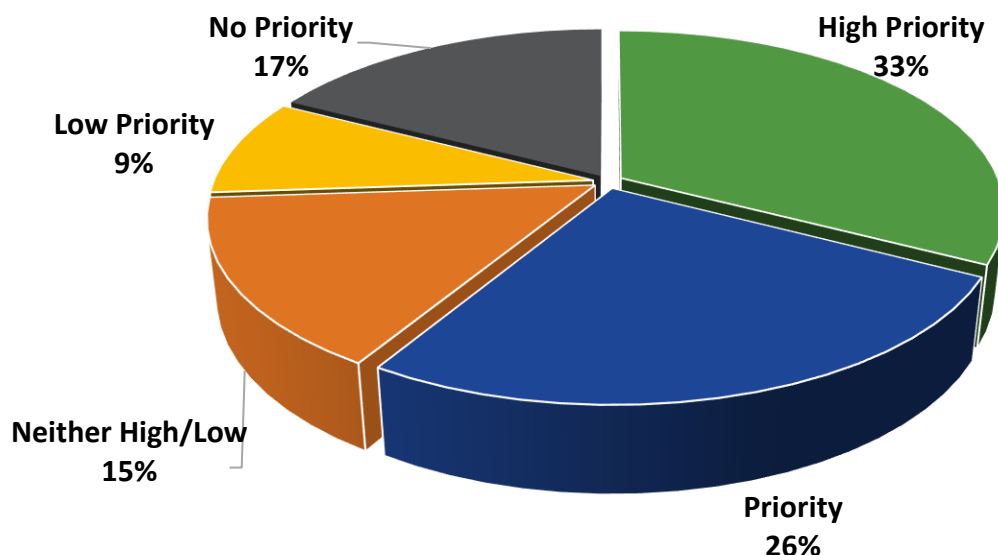
- *"As far as housing, we need housing development on the west side of Springdale. This is a big deal."*
- *"We need to embrace this, but I just don't see how the Chamber dollars will be spent."*
- *"All of this is going to be tough to do."*
- *"Vital to attract the big players in tech or any other kinds of a major employer."*
- *"We've been talking about this for 12 years."*
- *"This is the highest priority. It was supposed to happen years ago."*
- *"Development will happen regardless."*
- *"I don't want to further the East vs. West divide concerning resources and dollars. I live on the east side, and that is where the major focus should be."*
- *"This is a priority, but the east side needs more help for people who want to get out of the ghetto."*
- *"The risk of bringing in these lifestyle experience venues is too high if there is no incentive for the Georges and the Tysons to develop it."*
- *"Imagine what Little Rock would be today if it hadn't blown it with FedEx so that FedEx moved their HQ to Memphis."*
- *"You would want a unique entertainment experience to complement the upper scale communities you want to attract. Is the latter going to happen?"*
- *"People don't go to Springdale to eat or entertain. We've tried and failed at this in the past."*
- *"Hard to say. It's already happening on its own."*
- *"The landowners will drive this. Gary (George) wants good development, not just make a buck. He will be very careful about what he will allow, and in his own time."*
- *"Again, the question is 'How are you going to attract entrepreneurs to come to Springdale?'"*
- *"We see a stream of tech people coming through the airport from overseas, most of them from India. They are going to Wal-Mart: that's where these tech jobs are. Not Fayetteville, and certainly not Springdale. Fayetteville is working with Jeff Amerine). He knows everything about startups."*
- *"You have to get the business first. The rest will take care of itself."*
- *"They are going to need infrastructure out there first. This could be a long time coming."*

Priority Four: Downtown Springdale

A. Develop a Commerce Center to Support Small Business

Q. Do you think this initiative should have

___ A High Priority ___ Priority ___ Neither High/Low ___ Low Priority ___ No Priority



Analysis

While slightly over 50% respondents gave this a “Priority” or “High Priority” rating, the ranking relates to the desirability of attracting a new generation of tech entrepreneurs to enhance the “Tech Town” brand. However, there is some suspicion that the purpose of this priority is to fund new offices for the Chamber. This impression reinforced because the only space named to support start-up companies, i.e., “world-class maker space infrastructure” was otherwise undefined and unfamiliar.

In Their Words

- “This will attract more manufacturing tech to the downtown area.”
- “Is this one of the buildings the Waltons bought? They can pay for it!”
- “Is this just another office for the Chamber?”
- “Looks like the Chamber is looking for a new office!”
- “Is there any coincidence that the Chamber wants space here?”
- “This will service technology research groups. It will also attract good restaurants. You got to have good food and five-dollar coffee for these folks.”
- “More tech entrepreneurs in Springdale? Yes. But not in this building. You don’t want the Chamber building a palace for itself. It will never fly.”
- “You are going to need a benefactor to do this, but how do you sell this?”
- “This building should not be so big as to be able to house the Chamber and the Alliance.”
- “Not a high priority.”

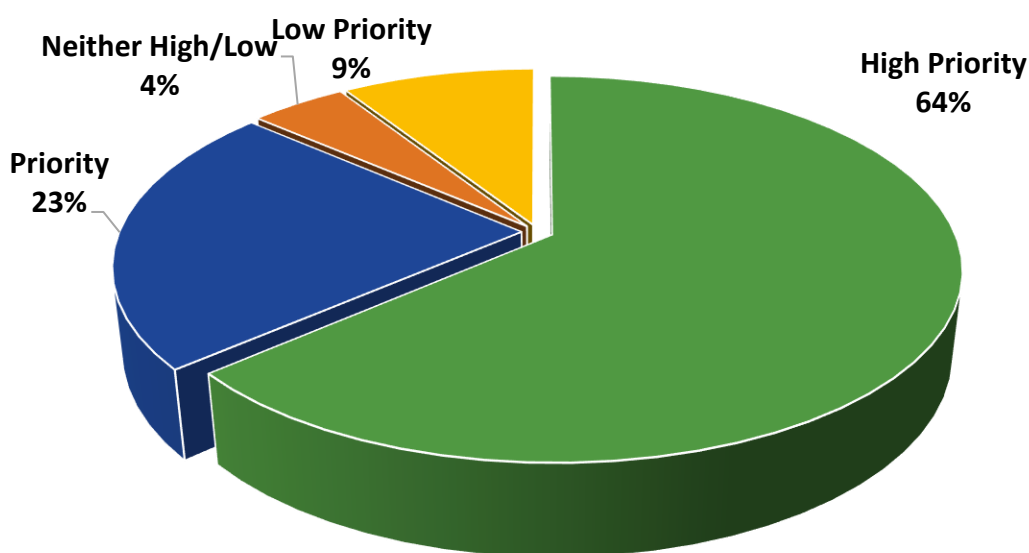
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- *"The Chamber should be using its resources better than getting itself a new building."*
- *"But I don't think the Chamber needs a Taj Mahal."*
- *"This would be as high a priority as a tech town. Labs and tools for new startups."*
- *"The Commerce Center is a 'nice-to-have.'"*
- *"They have one of these in Conway. When I went inside, I was the only one there. I think Springdale will support it because it improves its image."*

B. Entrepreneurial and Startup Programming

Q. Do you think this initiative should have

___ A High Priority ___ Priority ___ Neither High/Low ___ Low Priority ___ No Priority



Analysis

There is extensive consent, 87%, that attracting smaller entrepreneurs and start-ups, in tech companies, is a good thing for Downtown Springdale. Unclear, however, is the Chamber's strategy beyond funding the Commerce Center, the subject of the earlier question.

In Their Words

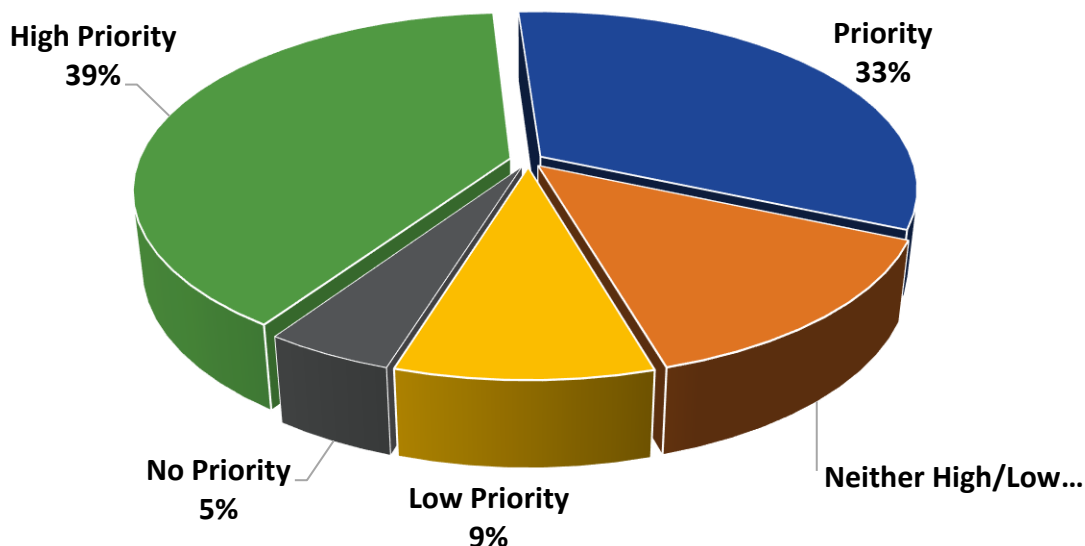
- *"What's the plan? We need more detail. If you have the right plan, I think it's a good idea."*
- *"This will attract more manufacturing tech to the downtown area."*
- *"I'm skeptical this strategy is going to work."*

C. Accelerating Investment in Downtown Springdale

Q. Do you think this initiative should have

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__ A High Priority __ Priority __ Neither High/Low __ Low Priority __ No Priority



Analysis

Respondents to this question all recognize the importance of continuing the redevelopment of Downtown Springdale as well as the Chamber's historic role there. However, most have difficulty understanding the role of the Chamber going forward, considering the Downtown Springdale Alliance, with its sole focus on downtown development. Also, significant downtown development is driven by such new landowners as the Walton grandsons. Some guess that the Chamber's real intention is to raise money for a new Chamber headquarters.

In Their Words

- *"I am conflicted about this one. The downtown needs attention, but there are greater needs, including some you've mentioned. This is a tough, tough sell."*
- *"The Walton boys have already done this. Why should we raise money to do this if it's already done with private investment (e.g., the Waltons and Tyson Foods)?"*
- *"The funding from the Opportunity Zones will take care of this. This should not be a Chamber priority."*
- *"Private investment has taken care of this for downtown Springdale. This needs more definition as to how you would use the money."*
- *"Having places to eat will bring people downtown. It would be nice to have destinations to go to."*
- *"There needs to be continuing development downtown."*
- *"The Downtown Alliance keeps approaching us to be involved downtown, but it's got to make business sense for us."*

- *"I'm generally aware of what the Downtown Alliance is doing. Tyson Foods is going to be the cornerstone."*
- *"But less important than the other growth areas, like the Arvest Park area."*
- *"Rogers and the Pinnacle development is what Springdale may like to emulate. We sure would like to see more development out here (west of I-49)."*
- *"This would be the only priority for us of all the ones that are in the Prospectus. But I also note that the dollar amount is only 10% of the overall goal, which tells you something about the Chamber's priorities."*
- *"I think this a priority for the residents, but the whole reason there is a Downtown Springdale Alliance is that a segment of the residents believed that they were going to get no help from Perry as long as he was in charge."*

Q. Are there any changes or modifications you would like to see in this new plan? Is anything missing?

Analysis

The purpose of this question is to allow each interviewee the opportunity to reflect on the sum of their previous responses, providing their "executive summary" of what they perceive and believe about the Chamber's plans as well as their take on the overall business and economic climate in Springdale. Their comments show a high level of interest and engagement, with some thoughtful suggestions about what the Chamber should consider for the final shape of the campaign.

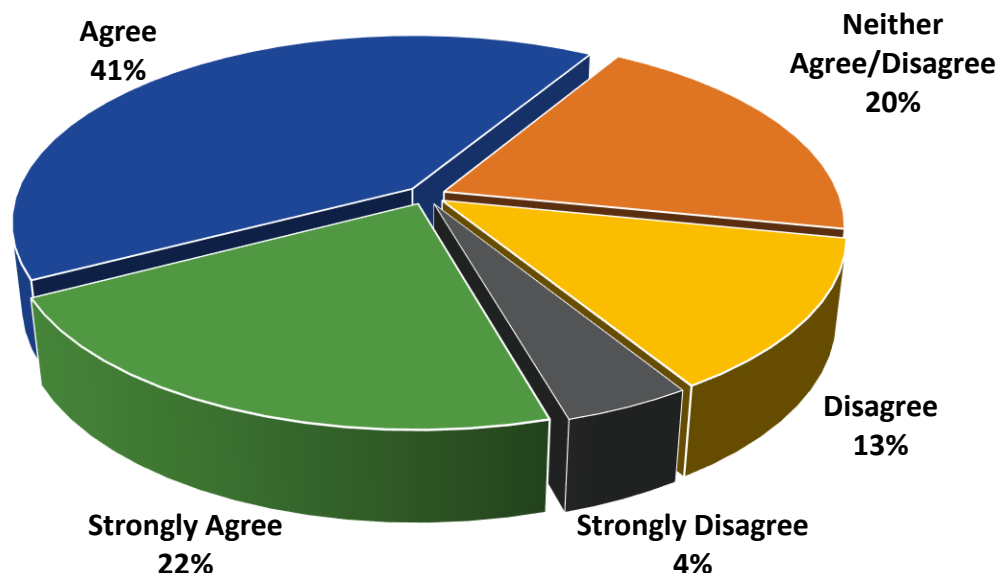
In Their Words

- *"A lot of these things will take care of themselves. I don't see the Chamber having a role in a lot of this."*
- *"We had better start thinking about mass transit as an alternative solution to traffic problems. Mass transit systems can be scaled, as opposed to roads, where you are always playing catch-up. It won't be happening in our lifetimes, but you have to start planning for it now."*
- *"Most of this is about more money for the Chamber to cover ongoing staff costs. Any role the Chamber has in affecting any of these issues does not require this level of investment: marketing, PR, and lobbying don't cost that much. These are all soft dollars to cover operations under the guise of a capital campaign."*
- *"How about a focus on arts and culture? There also needs to be more recreational options. Springdale should think of itself as 'the town that makes things.' That's something the surrounding towns can't lay claim to."*

- *“The biggest priority should be to dress up the buildings in the downtown corridor up on 71. Do things like bury the power lines and get rid of the gravel parking lots right in the middle of downtown. But you're going to have a problem with the Hispanic business community, who have business spaces that they can afford on the east side. They don't participate in the gentrification of the west side of town.”*
- *“The three main priorities should be workforce development, roads, and revitalizing downtown.”*
- *“With all the talent and time that have gone into this process, this Prospectus is pretty complete.”*
- *“We need detail on all this before we have a campaign.”*
- *“What are we doing to bring young professionals downtown to live? There was an ‘Emerging Leaders’ program started by the Chamber years ago: is it still going?”*
- *“This is all pretty broad. It needs more focus. What is the Chamber's vision? If it's to bring in more people, they should work on building more low-income housing, for instance.”*
- *“I think these priorities are budgeted pretty properly.”*
- *“I don't see anything here for public transportation. What is the Chamber doing about that? I would think it would be a critical need if you are going to expand the lower end of the job market.”*
- *“The priority is staying ahead of the transportation infrastructure problems. Equally important: change the image of the schools and the local business community*

Funding Support

Q. The Chamber's strategic plan requires \$2,900,000 over the next five years. Is \$2,900,000 pledged over five years realistic and achievable?



Analysis

Two-thirds of those interviewed believe that the \$2,900,000 goal is achievable, but only if the larger corporate investor prospects, most often named as Tyson Foods, George's, J. B. Hunt, and Wal-Mart or the Walton family, take part with at least six-figure commitments. This percentage contrasts markedly with the response to this question in the survey before the Ignite! Springdale campaign in 2012. Only 22% of respondents felt confident that the tested goal of \$5,800,000 million was realistic. A lower goal and a much better economy account for some of this percentage increase.

Most respondents expressed the same overriding concern in both 2012 and 2019: it all depends on leadership giving at the top. A few respondents, noting the lack of specificity about the impact the Ignite! Campaign had on the community as well as the lack of specifics about the Chamber's future and strategy, wondered aloud if the Chamber's campaigns are thinly-veiled attempts to supplement the Chamber's dues-based operating expenses as opposed to underwriting significant new initiatives.

In Their Words

- *"The businesses around here are pretty generous. When they see things getting done, people will invest."*
- *"It depends on where the big donors come in. For us, we need to know if we are doing more than our fair share. The way the Prospectus is written, it's hard to determine the ROI on our investment."*

- *"It's feasible as long as investors have a minimum of five years to fulfill their pledges."*
- *"I don't know. I have no idea. It will work if John Tyson donates at the level he should. If he doesn't, then this is probably not going to work."*
- *"Depends on what the Tyson family and company do."*
- *"The economics argument 'What's in it for me?' has a lot to do with the ultimate success of this program."*
- *"Don't know. Depends on what Tyson and George do."*
- *"Don't know. The NWACC \$12,000,000 campaign is at 40% after 3 years. People don't see the value to the community. The Jones Center is currently testing a \$20,000,000 campaign for renovation."*
- *"I guess it's not an impossibility. The Chamber has a good reputation for getting things done."*
- *"The key is to show each business exactly how the campaign is going to directly (not indirectly) benefit that business, in dollars and cents. What's the ROI?"*
- *"That depends on what's in it."*
- *"That depends on who's in among the larger donor prospects."*
- *"It's going to take a lot of effort and time. We must do this now when the economy is good. Now is the time!"*
- *"As long as there is buy-in by the big companies."*
- *"I wouldn't be surprised if they were successful at that level."*
- *"It all depends on the big companies and where they come in."*
- *"If the big players participate at the appropriate level."*
- *"This is double what they raised in the last campaign. People's pockets haven't gotten that much bigger."*
- *"Depends on the share they want from the big businesses."*
- *"They don't have a snowball's chance in Hell of raising this kind of money. Except for Workforce Training, I don't believe what they're saying. I am pro-Chamber, which enjoys a good reputation in Northwest Arkansas. They need to cut way back on their expectations."*
- *"As long as they get the big guns."*
- *"They could maybe raise this in a rising economy."*
- *"Don't know."*
- *"Don't know. It's hard to keep going back to the same people for special projects. A lot of this stuff is what the Chamber should be doing. Why don't you just raise the dues?"*
- *"If they don't make it cool, it won't work."*

Q. Experience indicates the typical levels of investment necessary to reach a campaign goal of \$2,900,000 over five years. What firms or institutions do you believe would consider top-level investments of \$100,000 or more over five-years?

Interviewees reviewed an Investment Range Table (Appendix E) demonstrating commitments needed to reach a \$2,900,000 goal. Interviewees named individuals or organizations likely to consider pledges of \$100,000 over five years; \$20,000 annually. Names mentioned most often as potential top invest prospects include:

Arkansas Children's Northwest	Gary Jech
Arvest Banks	Gibson Family
AT&T	Harps Foods
Black Hills Energy	Claude Harris (was the first buyer for Sam Walton)
Brunner & Lay	J. B. Hunt Family
Cargill	J. V. Industries/Cram-A-Lot
Kawneer	Jerry Jones
Cox Communications	Johnelle Hunt
David Glass (owner of the KC Royals)	Large car dealerships
Donnie Smith (Tyson)	Legacy National Bank
Endeavor Foundation	Lindsey and Associates
ESI	Lowe's
First Security Bank	Mathews Brothers (McDonald's franchisees)
The George Family	Milestone Construction
Gary Griffin	

Q. Can you offer any insights or obstacles to funding this initiative?

Analysis

The responses to this question are varied, ranging from skittishness about another downturn in the economy and a resulting impulse not to make long-term financial commitments, to competition from other campaigns. It is interesting to note, however, that respondents concerned about the philanthropic competition issue were hard-pressed to come up with specific campaigns that would affect the Chamber's initiative. Other issues surfaced around a perceived lack of reporting by the Chamber on the impact of the last campaign to its investors and overall lack of communication between the Chamber leadership and the rest of the membership.

In Their Words

- *"If you are looking at getting minorities to participate, how are you going to get them to participate in this campaign? Will there be a grassroots effort with them?"*
- *"Any downturn in the economy and the fact that there already is much fundraising going on in this community."*
- *"The philanthropic competition in the community."*
- *"The membership retention issue. We have to let the smaller businesses know that we all have a stake in the success of the Chamber and this campaign."*
- *"You need to keep open communications with everyone, not just the big companies. Timelines. Priorities. Top to bottom."*
- *"Taking people's money and then ignoring them. That's going to be a problem if they did that to more than just me."*
- *"The public-school system is a 'dumpster fire.' I pulled my son out in the ninth grade and sent him to a private school."*
- *"I donated to the last campaign, but I never saw any results. Most people I know feel like nothing ever happened."*
- *"The lack of any detail in any of this, as well as no clear argument for what the Chamber's role is in any of these so-called 'initiatives,' including workforce development."*

Campaign Leadership

A vital component for all fundraising campaigns is volunteer leadership. Interviewees named potential, effective campaign leaders to ensure campaign success. The private-sector individuals mentioned most often include:

Brenda Anderson

Monty Anderson

Rick Barrows

Joe Brooks (AERT)

Sarah Brothers

Matt Brown

Joe Donaldson

Alan Fortenberry (retiring CEO of the Beaver

Lake Water District)

Carl George

Charles George

Gary George

Derek Gibson

Don Gibson

Brent Hanby

Johnelle Hunt

Mitchell Johnson

Paul Lawrence

Mike Luttrell

Mike Malone

Bill & Walter Mathews

Brian Moore

Dennis Moore

Mike Morgenthaler

John Rausch

Mike Rogers

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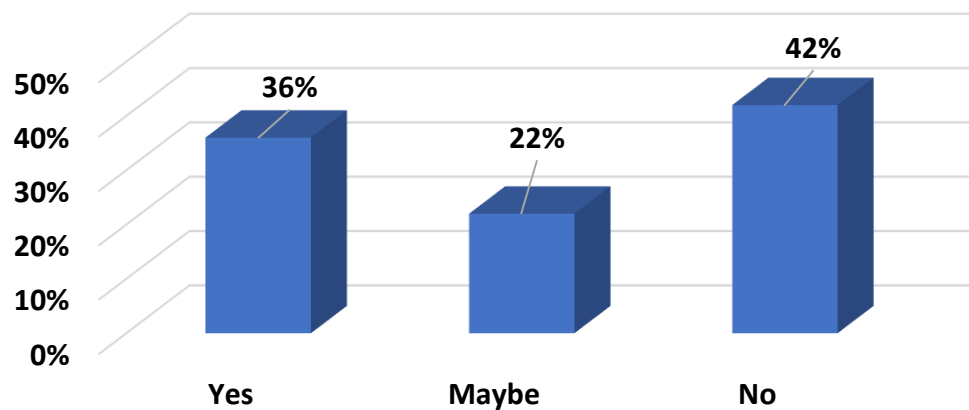
Jim Rollins
Joe Rollins
A Rutledge from First Security
Archie Schaffer
Bob Shaw
Julie Shook (Arvest Bank)
Donnie Smith
Mayor Doug Sprouse
Patrick Swope

Philip Taldo
Dick Trammel
Walter Turnbow
Eddie Vega
Chris Weiser
Noel White
Kent Williamson
Jeff Wood

Willingness to Serve

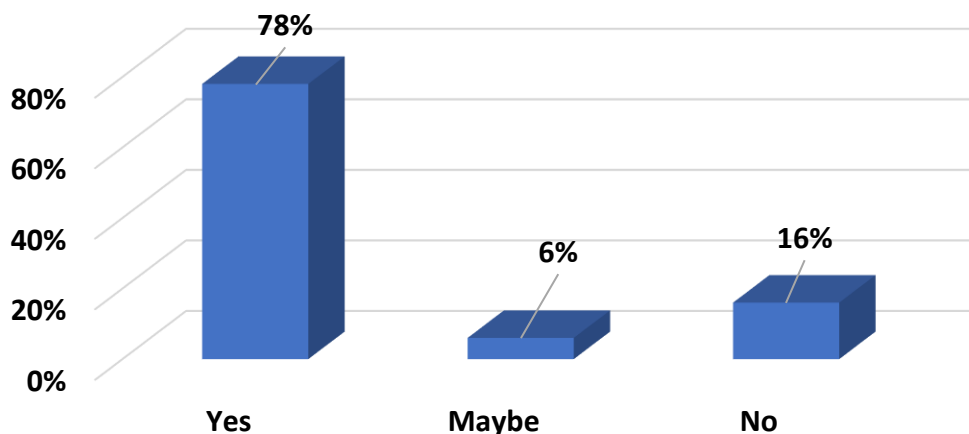
Q. If asked, would you consider playing a campaign leadership role?

☐ Yes ☐ No ☐ Maybe



Q. Would you consider being a Door-Opener?

☐ Yes ☐ No ☐ Maybe



Analysis

The 56% of interviewees willing to consider taking a campaign leadership role is a strong sign of future success in recruiting volunteers, as is the 85% of those willing to consider acting as “door openers.” The percentage of those declining a leadership role rose to 44% in 2019, up from 27% in 2012. The percentage of those willing to act as door openers remained the same as in 2012.

Other Campaigns

Q. What other campaigns (in progress, just completed, or pending) could affect the level of support this plan/program might receive?

Analysis

The few campaigns that might compete with the Chamber’s campaign are:

Campaign

Jones Center

Downtown Park (proposed)

Northwest Arkansas Food Bank

Walton Center (Fayetteville)

Art Center of the Ozarks

Northwest Arkansas Community College

Goal

\$20 million (?) for building renovation

\$6 million or \$12 million

In a feasibility study for \$4 million campaign

Unknown

Unknown

\$12 million

Other Factors

Q. Emphasizing again that our discussion is confidential, are there other factors that might influence the outcome of the campaign?

Analysis

It is difficult to characterize the responses to this question as anything but final thoughts after a fairly intensive interview. Most are repetitions of earlier comments that the speaker wishes to emphasize.

In Their Words

- *“This is all about getting people to fill these jobs. There need to be clearly defined goals for workforce development. NTI has a stigma to it. It does not have a good reputation, particularly for its track record in direct training-to-work. I would take it out. Also, all the big benefactors are getting old. There have been many funerals lately. You need to get these asks out there while they are still around.”*
- *“Mainly competition from other campaigns.”*
- *“We need to do a better job of reaching beyond ‘the big boys.’”*
- *“I know there is some grumbling about Perry’s style. However, we need someone like Perry in this city. We are better off because he is here.”*
- *“Inclusion is very important. There shouldn’t be separate communities that clash.”*
- *“The economy is something to keep an eye on. If the recession we’re told is due happens, it could change everything.”*

Convergent Recommendations

The following recommendations are predicated from the key findings of the Opportunity Analysis. The recommendations provide the best possible outcome to reach or exceed the recommended funding goal.

Challenges

Probably the biggest challenge to the success of the proposed campaign is the extent to which it ties to factors over which the Chamber has no direct control. For instance, decisions made by a handful of major investors in creating new and renovated spaces in Downtown Springdale directly affect the Chamber’s ability to attract the critical mass of smaller start-ups and tech entrepreneurs it sees as a key driver of downtown revitalization.

Fortunately, new and significant developments seem imminent. If they happen, the Chamber’s campaign will have new relevance to a revitalized future for downtown. Similarly, initiatives planned to support the development of the area around Arvest Park west of I-49 will be significantly affected by decisions made by the large landowners there, and particularly by Gary George and his sons, Carl and Charles. Indications that the pace of development will accelerate soon will also have a positive effect on the success of the campaign and the relevance of the

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Chamber's role to encourage new upscale housing construction and the new retail and hospitality amenities that follow.

Other challenges involve the Chamber itself. It is disheartening to note the number of potential investors who are wary of another capital campaign, because of their fears that another downturn or recession is imminent. The memory of the 2007-2008 recession is still fresh. They also may doubt that their investment in a campaign will yield tangible results. While these are minority viewpoints at present, they point to the need for a comprehensive Chamber effort to communicate in detail how it plans to spend the money raised in the campaign and what the return on that investment will be.

The final challenge is the need to secure the largest possible early commitments from the major employers and donors, especially Tyson Foods, the George company and family, and the Walton family and Wal-Mart, each who stands to benefit from what the Chamber proposes to do. These investors represent potential pacesetter commitments; securing their pledges early and at the right level is essential.

Favorable Factors

The largest single favorable factor is the current state of the Northwest Arkansas economy. While memories of the Great Recession still linger, every single interviewee reported doing extremely well in a strong economy. While concerns remain about a recessionary downturn as mentioned above, almost all interviewees said they would participate at some level in the campaign, pending more detail from the Chamber about its priorities and the specifics of how the money raised in the campaign will be spent.

Equally important, the major players and investors in commercial and residential development seem finally ready to commit the resources to move forward, both in the downtown area and on the west side of Springdale. There is a sense of momentum and excitement that eagerly expected development will happen. It will be necessary for the Chamber to be a full partner with these investors and with the City of Springdale, ready to do its part in a new resurgence of economic activity so long in coming. The Chamber has maintained its identity as a trusted partner and leader in the development of Springdale to date, as evidenced by the number of people ready to participate and lead in the campaign.

Program Refinements to Consider

- For campaign success, it is critical to refine the Plan of Work to focus on what is achievable within the highest priorities tested in the interviews. As one interviewee

succinctly put it; “workforce training and development, roads, and revitalizing downtown by attracting a new generation of tech start-ups and digital entrepreneurs to move to Springdale.” Concerning workforce training, it is essential to address the perceived inadequacies of the Chambers’ institutional partner, NTI.

- More detail about how the Chamber plans to achieve its aims in furthering the specific road projects detailed in the “Transportation” portion of Priority Two as well as its plan to attract the entrepreneurial start-up tech companies to downtown Springdale is also necessary.
- The campaign and Chamber leadership should supply measurable ROI projections showing the positive economic impact for each of the prospective investor companies or corporate sectors.
- Consideration should be given to how best to communicate the positive impact of the original Ignite! Springdale campaign, concerning Chamber “owned” achievements. Several interviewees expressed frustration with the lack of communication about how the \$1,400,000 raised in the last campaign was spent and what they saw as the tendency of the Chamber to take credit for overall improvement in the economy.

Campaign Goal and Timing

The Convergent team conducted an in-depth, proprietary, and objective analysis of the potential pledges indicated by prospective investors interviewed during the Opportunity Analysis process. Expert subjective input from the Convergent project team, including Convergent Principal Mark Bergethon, Operations Manager Jay Werth, and Project Director Whit Shepard complements objective analysis to assess probable campaign outcomes.

Convergent analyzed interview results and applied historical trend data from years of completed campaigns, including the Ignite! Springdale campaign, to produce a realistically feasible and prudent campaign goal.

The test \$2,900,000 goal is not realistic. Convergent recommends a funding goal in the range of \$1,500,000 to \$2,000,000, secured via five-year pledges, within an 8-10-month timeframe. The primary campaign focus on the five-year program of work to include:

- Workforce training programs.
- Transportation initiatives focusing on road construction and design, with emphasis on Springdale’s east-west circulation routes.
- Attracting new businesses to downtown Springdale, particularly smaller tech companies and entrepreneurs to complement recent developments in technology innovating in the area by larger developers.

Reaching and exceeding the upper end of this goal range depends on:

- Developing a strong campaign case around the priorities listed above. The case for support must highlight the specific strategies the Chamber will undertake in support of each of these priorities, as well as the projected return on Investment for each.
- Enlisting and securing the strongest campaign leadership.
- Securing pacesetter pledges from the major corporate entities in Springdale as soon as possible.

A final goal amount is not made public until after program refinement, the evaluation of major prospects' capacity to invest, the top pledges confirmed, and pledges from the board of directors secured during the quiet phase of the campaign. A public kickoff event, midway into the campaign announces the final goal. This timeline gives ample time to determine high-level support for the multi-year program and to make appropriate goal adjustments to "sell" to a broader constituency.

Campaign Mode of Engagement

Most chambers of commerce and economic development organizations have little choice but to outsource the management of their capital campaigns to a professional campaign management firm. Typically, the necessary experience, expertise, knowledge, and skill sets are not available among existing staff. Moreover, staff members already have full-time job duties that cannot be suspended over the many months necessary to implement an effective campaign.

The Springdale Chamber of Commerce enjoys the option of whether to manage and implement the upcoming funding campaign with internal resources or opt to outsource the function to a professional firm. Chamber staff possesses much of the knowledge, experience, and skill sets to conduct a fundraising campaign in-house.

However, a well-planned, strategically sound, professionally managed campaign utilizing a proven structure and process, extensive "in-the-trenches" experience, custom investment proposals, skilled solicitations, full-time focus, and a team of experts implementing best practices every step of the way, will undoubtedly maximize results.

Moreover, investors highly value the substantive work that Perry Webb and his team do to deliver real value to the community and its stakeholders. The key assessment the board must make is whether the staff's time is better spent focused on implementing the plans and programs that deliver real investor value or diverting a tremendous amount of their time and attention to

fundraising activities for months. One of the principal benefits of retaining counsel is that it enables Chamber staff to focus on their current full-time job duties and to continue producing the highly valuable results they have historically delivered. A professional fundraising firm manages the day-to-day details, implements the process, does the heavy lifting, and minimizes the burden on staff and volunteers.

Convergent believes that results will optimize through an outsourced effort and that retaining counsel maximizes total investor value.

A third alternative to the basic options of conducting the campaign in-house or outsourcing via comprehensive full-time on-site professional management is to develop a custom, hybrid approach.

Convergent is willing to provide a part-time campaign management option with an on-site campaign director one or two weeks per month (instead of full-time), ongoing counsel while off-site, and all the typical benefits of retaining a professional firm (structure, process, systems, ROI analyses, discipline, access to best practices and collective experience and expertise, etc.). More staff and volunteer involvement would be required than typically the case in a standard comprehensive management solution, but this model would diminish the staff and volunteer involvement required through an in-house campaign.

Convergent's engagements are month-to-month, so the Chamber has the option of only engaging assistance for part of the overall timeline as well.

Convergent will be pleased to accommodate the Chamber in any of the options it chooses for campaign implementation.

Quiet/Planning Phase (First 3-4 months)

Program Refinement

- Refine program to reflect input from the Opportunity Analysis
- Flesh out program/plan details
- Develop a scalable budget and contingency plans
- Revisit/re-interview key prospective investors interviewed during the study process

Development of Campaign Materials

- Produce campaign collaterals and marketing materials
- Create a written Case for Investment statement

Opportunity Analysis: Findings & Recommendations

- Develop economic impact and ROI data
- Design and produce the Campaign Brochure

Campaign Marketing and Prospect Cultivation

- Develop and implement aggressive marketing, public relations, prospect communications, and community education efforts

Prospect Evaluations

- Research prospective investors and build a prospect database
- Conduct cultivation and inquiry meetings with major prospects
- Recruit and convene an Evaluations Task Force
- Determine target pledge amounts for all prospective investors

Leadership Recruitment

- Cultivate and enlist high-level business and community leaders
- Match leaders to the right roles
- Solicit leaders for pacesetting pledges

Major Prospect Solicitation

- Secure lead investor participation that reaches or exceeds 50% of goal
- Make strategic presentations to prospective top-level investors
- Use the leadership team's relationships and influence
- Present custom investment proposals for each prospective investor to demonstrate potential impact and benefits
- Determine the final goal for public announcement

Public Phase (Remaining 5-6 Months)

Kick-Off Event

- Announce and introduce the leadership team
- Rollout program to business leaders and the media
- Showcase endorsements from well-respected leaders
- Generate excitement and momentum; reveal campaign is at 50 - 60% of goal

General Solicitations

- Capitalize on Kick-Off momentum
- Make in-person investment proposals to middle and lower division prospects
- Conduct series of small group briefings to expand the investor base

Opportunity Analysis: Findings & Recommendations

- To further expand the base, also conduct a mass solicitation effort (via letter, phone, or internet campaign), if necessary

Surpass Goal and Celebrate!

Thank You

Every assignment that the Convergent Nonprofit Solutions (“Convergent”) team undertakes has similar elements: study, report, refine, strategize, campaign, and celebration! It is the people involved in each project who add their excitement, passion, purpose, and perspective to make all assignments unique and memorable.

Convergent extends its heartfelt appreciation to all participants. We give special thanks to Perry Webb, Bill Rogers, and Rhonda Hughes.

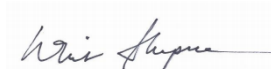
The suggestions, insights, and opinions offered by the 66 individuals who gave generously of their time to answer our questions give shape to the content of this report and by extension, to the future of the Springdale Chamber.

Our deepest thanks to you for allowing us the opportunity to play a small role to assist with your organization’s strategies and goals.

Sincerely,



Mark Bergethon



Whit Shepard



Jay Werth

Principal

Project Director

Operations Manager

About Convergent

Convergent Nonprofit Solutions, LLC is a national consulting firm, composed of seven principals and dozens of experienced and respected nonprofit fundraising and organizational development experts. The Convergent team combines proven techniques with innovative tools for unique solutions to drive remarkable results. Convergent provides outcome-driven programs for a range of nonprofits:

Arts & Culture

Animal Welfare

Athletic Parks & Recreation

Chambers of Commerce

Community Development Organizations

Charter Schools

Churches

Community Colleges

Domestic Violence

Economic/Workforce Development

Education/Research

Environmental

Foundations & Public Benefit

Fraternities/Sororities

Government

Hospice

Hospitals/Healthcare Organizations

Libraries

Museums

Scouting/Camp

Universities

Our service offerings include:

Funding Services

Readiness Assessments

Resource Development Services

Planned Giving

Opportunity Analysis: Findings & Recommendations



Grant Writing
Funding Feasibility Studies
Capital Campaign Management
Campaign Support Tools

Major Gifts Programs
E-Philanthropy

Convergent Outcomes Lab Services

Asking Rights™ Assessment
Organization Value Proposition™
Return on Investment Analysis
Seminars and Workshops

Organizational Development Services

Development Audits
Board and Staff Development
Marketing and Communications
Sustainability Planning
Executive Search & Recruitment

Appendices

Appendix A: Prospectus



RE-IGNITE SPRINGDALE!

A renewed plan for visionary, strategic, and community-minded initiatives

DRAFT PLAN

Presented March 2019

RE-IGNITE SPRINGDALE!

RE-IGNITE SPRINGDALE! is a comprehensive program of the Springdale Chamber of Commerce (Chamber) to fund and execute visionary, strategic, and community-minded initiatives. Four categories – Economic Development, Transportation & Infrastructure, Springdale Growth, and Downtown Springdale – define the plan of work and expected outcomes.

This prospectus reflects a best-effort identification of important issues as defined by Board of Director and Chamber member planning sessions.

PERSPECTIVE

Your Chamber and this community are no strangers to growth. The proposed initiatives will launch on the heels of the most impactful program in the Chamber's history – *Ignite Springdale!* From 2014-2018, *Ignite Springdale!* far surpassed its key economic goals:

- **Job Creation:** 6,400 jobs created; a 71% increase over goal accompanied by 8% hourly wage increases for Springdale employees
- **Income Growth:** From 2012-2018, median household income in Springdale grew 20% while per capita income rose 18%
- **Annual City Sales Tax Revenue:** Increased 43% from 2014-2018
- **Technology Employment:** More than 600 new technology jobs surpassing the 250 new job goal
- **Workforce Training:**
 - Established programming and opened lines of communications for improved educational providers' awareness of business' workforce needs
 - Commissioned key research studies
 - **Diesel Technician Research** – measured the current and future demand for diesel mechanics and technicians locally and statewide while measuring the student pipeline to fill the demand
 - **Workforce Training Delivery Research** – studied the strengths and weaknesses of current workforce training delivery and recommended improvements
- **Unemployment:** The unemployment rate dropped from 5.1% to 2.3%, the lowest in the state of Arkansas
- **Springdale Image Enhancement:** Broad community input led to a new Springdale logo and branding, content specific websites, and an expanded digital communication strategy
- **Civic Engagement:** The Chamber significantly expanded legislative affairs work while strengthening local government influence and federal lobbying efforts:
 - Championed the \$200 million 2017 Springdale Bond Issue

- Led the effort for voter approval of Amendment 97 to the Arkansas Constitution that enhances the state's ability to compete for large economic development projects. The amendment gave cities and counties clear authority to underwrite economic development projects locally, and authorized cities to issue economic development bonds.
- Drove the process to secure a Congressional resolution to pave the way for federal discretionary funding for services provided to the Marshallese in the United States

RE-IGNITE SPRINGDALE! MISSION

RE-IGNITE SPRINGDALE! will continue to influence key drivers of our economy and quality of place.

RE-IGNITE SPRINGDALE! seeks to add 5,000 jobs, secure a minimum of \$250 million in private development investment, accelerate technology job recruitment, make improvements to Springdale's workforce training programming, advance efforts to complete significant infrastructure projects, and facilitate the continued Downtown Springdale transformation.

RE-IGNITE SPRINGDALE! PLAN

The categories – Economic Development, Transportation & Infrastructure, Springdale Growth, and Downtown Springdale – identify specific programs and outcomes for accomplishment over multiple years.

ECONOMIC DEVELOPMENT

\$1.2 Million Budget

Workforce Training Programs to align with business and industry needs and increase Springdale's job growth; technology sector priority include;

- **Workforce Training Delivery**
 - Improve the facility capacity and quality, private sector engagement, and Northwest Technical Institute's public image to help increase enrollment
 - Draft pro-workforce legislation to increase discretionary funding for improved upskilling of existing workers
 - Expand work experience and internship programs for Springdale public school students

Expected Multi-Year Outcomes:

- Increase total program enrollees of NWTI to meet demand
- Partner with state elected officials to pass pro-workforce legislation during the 2021 session
- Pass pro-internship legislation with a goal of 500 placements in next five years

- **Tech Town and technology-sector jobs**

- Create and foster a Tech Town brand for Springdale
- Focus on growing information systems, information technology, and robotics jobs
- Leverage relationships to recruit complementary technology firms
- Assist in the growth of ancillary lodging, dining, and retail for the Tech Town model

Expected Multi-Year Outcomes

- Launch a Tech Town promotional campaign by the end of 2020
- Increase 1,000 new technology sector jobs that average \$65,000 per year
- Recruit five new technology-sector firms with an investment of \$100 million

TRANSPORTATION & INFRASTRUCTURE

\$800,000 Budget

The Chamber will help coordinate local, regional, and state efforts to complete significant infrastructure projects and enhance Springdale's quality of place.

- **Transportation corridor improvements**

- Accelerate completion of U.S. 612/412 Bypass
- Improve the I-49/U.S. 412 interchange with a redesign suitable to local leaders
- Position Springdale as a starting point for improvements to Ark. Highway 112
- Expand the city's east-west traffic corridor system with an I-49 overpass

Expected Multi-Year Outcomes

- Obtain funds for the U.S. 612-412 Bypass west to Tontitown and east to Ark. Highway 265
- Lead discussions with ARDOT leadership for preferred design and funds for a redesigned interchange for I-49/U.S. 412 (Exit 72) and priority design/construction status for north and south improvements to Highway 112 that emanates from U.S. Highway 412
- Seek consensus to prioritize funding and construction on an I-49 overpass connecting Har-Ber Avenue and W. Emma Avenue (Walt LeFevre Fly-Over)

- **Quality of place infrastructure**

- Identify a dedicated funding stream to expand Springdale's trail system
- Improve Springdale parks system to support healthy living initiatives
- Facilitate private-public bicycle/automobile road sharing discussions to ensure pro-business decisions

Expected Multi-Year Outcomes

- Secure new trail funding source before 2021
- Renovations at all city parks that support healthy lifestyles
- Business-friendly solutions to bicycle/auto road sharing, including programming for corporate support and implementation

SPRINGDALE GROWTH

\$600,000 Budget

The Springdale Growth program will elevate Springdale as an “arms-wide-open” community.

- **Inclusion initiatives to improve Springdale as a welcoming community**

- Create a Commission on Inclusion to evaluate the business community’s need for inclusion training
- Recruit and prepare pro-business minority leaders for increased civic participation

Expected Multi-Year Outcomes

- In 2019, create an inclusion task force comprised of senior corporate partners to study, fund and implement changes
- Initiate dialogue specifically to identify quality political officials from the minority community

- **Increase the number of senior management and executives living here**

- Develop communication strategies and their implementation with the school system and major employers to recruit senior management
- Work with developers to identify opportunities and eliminate barriers to new home and neighborhood construction preferred by higher income hires

Expected Multi-Year Outcomes

- Identify and improve poor community online content that misrepresents Springdale
- Create unique Springdale-specific online content for real estate professionals
- Form an HR/Community task force to educate corporate recruitment professionals
- Aggressively promote new construction of homes valued at \$350,000 and greater

- **Lead the region in healthy resident initiatives**

- Gain widespread adoption of the Blue Zones Project that promotes healthy lifestyles
- Establish staff position for promotion and marketing efforts leading to high Blue Zones Project program adoption
- Develop a strategic PR campaign and complementary member program to support healthy resident goals

Expected Multi-Year Outcomes

- Lead all NWA cities in Blue Zones Project resident participation and measurement metrics
- Partner with hospital administrators to expand physician recruitment efforts

- **Develop Springdale's potential as a prime Northwest Arkansas destination**

- Assist stakeholders in identifying and developing unique destinations, especially entertainment
- Identify, design, and promote community platforms to attract new retail and dining options
- Assist landowners in efforts to develop property enhanced by Arvest Ballpark, Arkansas Children's Northwest, NWACC and Parkway Plaza

Expected Multi-Year Outcomes

- \$100 million in new entertainment/retail/restaurant development
- \$100 million in new office/commercial development
- \$25 million in new residential development

DOWNTOWN SPRINGDALE

\$300,000 Budget

This program will support the changing face of Downtown Springdale and advance economic growth by developing a Commerce Center to provide a collaborative venue for services and organizations, working to accelerate the momentum and investment in Downtown.

- **Develop a regionally unique Commerce Center**

- Develop a facility project and funding model for a comprehensive business-related services facility in Downtown that would include:
 - A multi-floor design including retail and restaurants, meeting venue, Chamber office, Downtown Springdale Alliance office, small business assistance center, entrepreneurial assistance, and educational training
- In partnership with center tenants, develop appropriate outreach programming

Opportunity Analysis: Findings & Recommendations

Expected Multi-Year Outcomes

- Partner with current downtown builders to construct and lease a Commerce Center
- **Entrepreneurial and startup programming**
 - Locate and replicate world-class makerspace infrastructure and programs
 - Develop and implement processes and programs that strengthen and support startup business achievement

Expected Multi-Year Outcomes

- 25 entrepreneur/startup graduate businesses by 2024, employing 250 people
- Create a venture fund of \$5 million for startup and commercialization
- **Accelerate investment in Downtown**
 - Grow the Invest Springdale conference and expand to promote Downtown investment
 - Work in partnership with Downtown Springdale Alliance to enhance areas of collaboration and assistance
 - Provide public relations and marketing expertise to assist downtown merchants to expand event marketing opportunities and reach

Expected Multi-Year Outcomes

- Increase Invest Springdale conference attendance by 20% annually
- \$100 million in new downtown investment by 2024

CONCLUSION

The Chamber is the only organization in our city equipped to marshal the necessary and available resources required to accomplish the forward-thinking initiatives that comprise this program.

As in the past, strong support of this Chamber capital campaign by our leading businesses is the required catalyst for continued growth and prosperity that strengthens both our economy and community.

Appendix B: Interview Request Letter



Date

FNAME LNAME
COMPANY
ADDRESS
CITY, STATE ZIP

Dear (FNAME),

The Springdale Chamber of Commerce has a history of successfully addressing priority issues facing our city. A visionary group of civic-minded business leaders and others committed to Springdale's future has enabled our community's successes. Our last campaign in 2014-2018 – *Ignite Springdale!* – showed how our mutual commitment to maximize the growth and development of our community makes a tangible difference.

Our challenge is the preparation and execution of programs for the next phase of Springdale's future. The final planning stages are underway for a potential fundraising campaign called Re-Ignite! Funds will support the priority issues that have been identified by numerous community stakeholder meetings. Enclosed/Attached (**for email**) is a preliminary *Prospectus* based on this feedback.

The Chamber has engaged Convergent Nonprofit Solutions to get input and feedback from business and community leaders to determine the plan's feasibility for sufficient funding. A Chamber staff member will contact you soon to arrange a day and time to visit with a member of the Convergent assessment team.

You will not be asked for financial support. Rather, we seek your honest assessment of the priorities we wish to fund as outlined in the *Prospectus*. The interview will take about 45 minutes and is confidential. Convergent prepares its report and recommendations with responses presented in the aggregate so feel free to be candid!

Thank you in advance for your participation.

P.O. Box 166 | Springdale, AR 72765



479-872-2222 | www.Springdale.com

Appendix C: Roster of Interviewees

Shane Acosta	Cargill Meat Solutions
Clinton Bell	Quadrivium
Hex Bisbee	Multi-Craft Contractors
Aaron Burkes	Northwest Arkansas Regional Airport
Bernadette Casey	Pratt & Whitney
Murry Cline	APAC
Justin Cole	Northwest Arkansas Naturals
Jim Crouch	Crouch, Harwell, Fryar & Ferner
Sean Davison	FPEC Corporation
Alan Davison	FPEC Corporation
Joe Donaldson	Sam's Furniture
Hans Driesnack	Northwest Health
Kim Eskew	Harps Food Stores
Robert Fairbanks	Pratt & Whitney
Brent Farmer	Flintco, LLC
Kevin Faught	Stephens, Inc.
Carolyn Fincher	Star Mechanical Supply
Cathy Foraker	AT&T Arkansas
Nathan Gairhan	United Bank
Gary George	George's, Inc.
Alexandria Gladden	Signature Bank
Brad Hammond	Olsson
Brent Hanby	Encore Building Products
Blake Hanby	City Title & Closing
Randall Harriman	Signature Bank
Sam Harris	Armstrong Bank
Dwight Harvey	BEI Electric
Gary Head	Signature Bank
Davin Hicks	Airetech Corporation
Erin Hogue	Wal-Mart Family Foundation
Sam Hollis	Milestone Construction
Jayson Janda	Holiday Inn
Gary Jech	Farris Insurance Agency
Kelli Johnson	Northwest Arkansas Regional Airport
Mitchell Johnson	Ozark Electric Cooperative

Appendix C: Roster of Interviewees Continued

Joel Kelsey	Hunt-Rogers Materials
Audy Lack	Miller Boskus Lack Architects
Chuck Lewis	American Tubing International
John David Lindsey	Lindsey & Associates
Mike Lutrell	Walker Brothers Insurance
Mike Malone	Runway
Blair Masters	Arkansas Physical Health
Bill Mathews	McDonald's
Matt Mawby	Professional Business Systems
Angela McBride	McBride Distributing
Tom McFetridge	Ozark Film and Video
Jeff Milford	AEP
Brian Moore	ESI
Nick Nabholz	Nabholz
Denten Park	Northwest Health
Jan Phillips	State Farm Insurance
Tom Reed	Reed & Associates
Matt Romine	IFWORLD
Adam Rutledge	First Security Bank
Archie Schaffer	Tyson Foods
Todd Setser	Brown & Brown Insurance
Bob Shaw	Shaw Family
John Spencer	Signature Bank
Billy Sweetser	Sweetser Construction
Patrick Swope	Legacy National Bank
Philip Taldo	Weichert Realtors/The Griffin Company
Troy Thompson	Metro Appliances and More
Micah Thompson	Chambers Bank
Chris Weiser	J.V. Manufacturing
Jeff Williams	America's Car Mart
Kent Williamson	Arvest Bank

Appendix D: Questionnaire

CONFIDENTIAL QUESTIONNAIRE
FOR CONVERGENT NONPROFIT SOLUTIONS INTERNAL USE ONLY

Springdale Chamber of Commerce
Springdale, Arkansas

Appt. Date: _____ Interviewer: _____
Appt. Time: _____ Interview #: _____
Address: _____

Interviewee Type: _____ Individual _____ Foundation _____ Public _____ Corporate Chamber

Investor? / Philanthropic History / Background Notes / Helpful Information:

Interviewer's Assessment:

Interviewee Attitude: _____ Highly Committed _____ Positive _____ Moderate
_____ Noncommittal _____ Negative

Interviewer's Summary Notes:

Opportunity Analysis: Findings & Recommendations

(PREFACE INTERVIEW WITH CONFIDENTIALITY REMINDER)

Springdale Economy

1. Are you satisfied with the growth of the NW Arkansas economy?

- ☐ Very Satisfied
- ☐ Somewhat Satisfied
- ☐ Neither
- ☐ Dissatisfied
- ☐ Very dissatisfied

2. Our area economy is positioned to keep pace or do better than the national economy over the next several years.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither
- ☐ Disagree
- ☐ Strongly Disagree

Springdale Chamber of Commerce: Awareness and Effectiveness

3. How knowledgeable are you about the Springdale Chamber of Commerce and its programs?

- ☐ Very
- ☐ Somewhat
- ☐ Neither familiar/unfamiliar
- ☐ Somewhat unfamiliar
- ☐ Unfamiliar

4. How would you rate the economic development efforts of the Springdale Chamber of Commerce over the past few years?

- ☐ Extremely helpful
- ☐ Very helpful
- ☐ Somewhat helpful
- ☐ Not so helpful
- ☐ Not at all helpful

Opportunity Analysis: Findings & Recommendations

5. On a scale of 1 to 10, rate the effectiveness of a) the Chamber's array of programs b) its board of directors? c) the staff (Perry Webb)?

a) 1 2 3 4 5 6 7 8 9 10 _____ Unsure

b) 1 2 3 4 5 6 7 8 9 10 _____ Unsure

c) 1 2 3 4 5 6 7 8 9 10 _____ Unsure

6. How would you rate the support to existing businesses and industry provided by the Chamber to encourage retention and expansion?

___ Extremely helpful

___ Very helpful

___ Somewhat helpful

___ Not so helpful

___ Not at all helpful

7. What specific Chamber accomplishments or programs have benefited your business?

Re-Ignite Springdale! Prospectus

8. Have you had a chance to review or read the **Re-Ignite Springdale!** Prospectus?

___ Yes ___ No

9. As you may know, the priorities outlined in this Prospectus grew out of meetings of the Chamber membership and the Board of Directors in 2018. Were you a participant?

___ Yes ___ No

Let's focus on each of the elements in the proposed plan.

Priority One: Economic Development (\$1.2 Million)

The Chamber has prioritized how and where **workforce training** is delivered in Springdale. In addition to upgrading Northwest Technical Institute's public image, the Chamber is committed to **expanding workforce training programs and internships in the public schools**. The Chamber is also drafting legislation for **improved upskilling of existing workers**.

Opportunity Analysis: Findings & Recommendations

The Chamber is also committed to growing the **Tech Town Brand** to attract more tech-related jobs to the community.

10. Do you think this initiative should have a;

- ☐ A high priority
- ☐ Priority
- ☐ Neither high/low
- ☐ Low priority
- ☐ No priority

Priority Two: Transportation and Infrastructure (\$800,000)

The Chamber identified some infrastructure projects as critical to enhancing Springdale's Quality of Place.

- I. **Transportation corridor improvements**, including
 - i. Accelerating completion of the U.S. 612/412 Bypass
 - ii. Improving the I-49/U.S. 412 interchange with a redesign suitable to local leaders
 - iii. Positioning Springdale as a starting point for improvements to Ark. Highway 112
 - iv. Expanding the city's east-west traffic corridor system with an I-49 overpass
- II. **Programs for parks, trails, and roads**, including
 - i. Identifying a dedicated funding stream to **expand Springdale's trail system**
 - ii. Improving the Springdale parks system to **support healthy living initiatives**
 - iii. Facilitating private-public bicycle/automobile **road sharing discussions** to ensure pro-business decisions

11. Do you think this initiative should have a;

- ☐ A high priority
- ☐ Priority
- ☐ Neither high/low
- ☐ Low priority
- ☐ No priority

Priority Three: Springdale Growth (\$600,000)

This program is designed to elevate Springdale as an "arms-wide-open" community. Initiatives include:

- i. Creating a **Commission on Inclusion** to evaluate the business community's need for inclusion training
- ii. Recruiting and preparing **pro-business minority leaders** for increased civic participation
- iii. Working with the school system and major employers on **communications strategies to recruit senior managers** to choose our community as a place to live

Opportunity Analysis: Findings & Recommendations

- iv. Working with developers to identify opportunities and eliminate barriers to **build homes and neighborhoods to attract senior-level executives** to live in Springdale

This portion of the plan also includes programs

- i. **Promoting healthy lifestyles for residents** through the adoption of the Blue Zones Project and the creation of a staff position for promotion a program promoting healthy lifestyles for all our residents
- ii. Continuing to identify **new retail and dining options** in our community and to help landowners develop property already enhanced by Arvest Ballpark, Arkansas Children's Northwest, among others

12. Do you think this initiative should have a;

- ☐ A high priority
☐ Priority
☐ Neither high/low
☐ Low priority
☐ No priority

Priority Four: Downtown Springdale (\$300,000)

This initiative focuses on developing a **regionally unique Commerce Center**, a comprehensive business-related services facility in Downtown that will include

Retail and restaurants - Meeting Venues - The Chamber Office - Downtown Springdale Alliance Office
A small business and entrepreneurial assistance center - A venue for educational training

- The Chamber will identify and replicate **world-class makerspace infrastructure and programs** as part of a commitment to strengthen and support startup businesses.
- The Chamber will promote downtown investment through the **expansion of the Invest Springdale conference** and continue to assist downtown merchants in expanding event marketing opportunities and outreach.
- The Chamber will also continue work in **partnership with Downtown Springdale Alliance** to identify additional areas of areas of collaboration and assistance.

13. Do you think this initiative should have;

- ☐ A high priority
☐ Priority
☐ Neither high/low
☐ Low priority
☐ No priority

14. Are there any changes or modifications you would like to see in this new plan? Is anything missing?

Campaign Goal Feasibility

15. The Chamber’s strategic plan requires a total of \$2,900,000 to implement over the next few years. Do you think that this amount can be raised within the Greater Springdale area?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree or disagree
- ☐ Disagree
- ☐ Strongly disagree

16. *(Present Investment Required Table)* Experience shows that the following levels of investments are necessary to reach a campaign goal of \$2,900,000. What firms or institutions do you believe would consider making the top commitments over four years?

17. At what level might your firm consider investing in this strategic plan if it is to your liking and the right people are leading it?

High \$ _____ Low \$ _____

18. Leadership – Whose names come to mind as those who must be out front and visible to get your attention and ensure the campaign is a success?

Opportunity Analysis: Findings & Recommendations

19. Of those, who would make the most effective Campaign Chair?

_____	_____
_____	_____
_____	_____

20. If asked, would you consider playing a leadership role in such a campaign?

☐ Yes ☐ No ☐ Maybe ☐ Not sure

21. Would you consider being a door opener?

☐ Yes ☐ No ☐ Maybe ☐ Not sure

22. In addition to the Chamber's proposed campaign, are you aware of any competing campaigns (*in progress, just completed or pending*) which might affect the level of support this program might receive?

_____	\$ _____
_____	\$ _____
_____	\$ _____

23. Emphasizing again that our discussion is confidential, are there any other factors that you think might influence the outcome of the campaign?

Appendix E: Investment Range Table



Investment Levels for \$2,900,000 Goal

<-----Cumulative----->

Total	Annual Amount	Number of Pledges	Total for Each Level	Pledges	Total
\$450,000	\$90,000	1	\$450,000	1	\$450,000
\$300,000	\$60,000	1	\$300,000	2	\$750,000
\$150,000	\$30,000	3	\$450,000	5	\$1,200,000
\$100,000	\$20,000	6	\$600,000	11	\$1,800,000
Approximately 10% of total investors = 60-65% of goal					
\$50,000	\$10,000	8	\$400,000	19	\$2,200,000
\$25,000	\$5,000	10	\$250,000	29	\$2,450,000
\$15,000	\$3,000	12	\$180,000	41	\$2,630,000
Approximately 60% of total investors = 80% of Goal					
\$10,000	\$2,000	14	\$140,000	55	\$2,770,000
\$5,000	\$1,000	20	\$100,000	75	\$2,870,000
Under \$2,500		Many	\$30,000	Many	\$2,900,000