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Sent: Fri, November 2, 2012 10:13:38 AM

Subject: Re: EMERGENCY DTWW BOARD MTG SET FOR Wed. Nov. 7th 7:30 am Downtown Whitewater office,

To all,

This is a meeting to discuss the combining of DTWW, Tourism, and Chamber into one house . with a single coordinator for all three plus staff to assist.

The meeting will take place at the Downtown Whitewater, Inc. office at 150 W. Main St. Whitewater, WI at 7:30 am Wednesday Nov. 7th 2012

Up for discussion will be the feasibility of combining resources to eliminate static costs of the three groups working separately.
The willingness of the Common Council to step up funding for the three pronged approach
Time of the essence as there currently are vacancies for Tourism and Chamber.
Willingness of Jim Caldwell to help coordinate this effort

Please find attached a proposed agenda to spearhead the marriage, which was outlined by Jim Caldwell in our mtg last evening.
also attached as page four is a 1 page assessment put together by Tammy and page 5 is 1 page assessment put forth by Roger Brooks

I will have extra copies of these and extra copies of our current Job Description for DTWW and other Descriptions for positions around Wisconsin that are currently employed by fellow Main Street groups.

If we move forward with this concept of one roof for all three we will need to consummate a solid job description for DTWW as well a budget.

This process is already in the works in Watertown.

See you Wednesday morning.

Thanks,

Geoff

PROPOSED AGENDA

- I. Review Agenda
- II. Purpose: Explore the Potential of Sharing Staff & Office Space for:
 - Chamber of Commerce
 - Downtown Whitewater, Inc.
 - Tourism
- III. Staffing Needs:
 - a. Tasks (unique and common between Committees)
 - b. Skill sets for each
 - c. Time commitment to complete tasks
 - d. Number of Staff
 - e. Compensation of Staff
- IV. Budgets for Staff and Programming
 - Each Committee's revenue and budget
- V. Next Steps
 - a. Draft job description
 - b. Publish position
 - c. Interview
 - d. Hire
 - e. Develop Memorandum of Understanding governing the coordinator of staff as well as cost sharing for services received.
 - f. Office space?
 - g. Next Meeting Date?
- VI. Other Ideas
 - a. Economic Gardening/Commercial Revitalization
 - i. GIS
 - ii. Merchant Marketing Assistance
 - iii. Merchant Technology Assistance
- VII. Memorandum of Understanding
Describe the above parameters and expectations of each respective committee as well as responsibilities.

STAFF REQUIREMENTS

Each Committee Bullet Point list of function of the Exec Director
 (Identify functions common to all three as well as unique to a particular Committee)

FUNCTION	SKILL SET	% OF TIME SPENT
Director		
Marketing	Marketing Degree or Prior Experience	
Event Organization	Prior Experience	
Newsletter/Publication	Communication Skills	
Fundraising	Communication Skills	
Administrative Position		
Accounting-Budgeting Ability	Accounting or Bookkeeping Experience	
Secretarial – Take Minutes		
Computer Skills		
Grants	Self-Starter	
Web Page Management	Prior Experience	
Social Media	Prior Experience	

Supplement with UW-Whitewater Interns

BUDGET EXAMPLES

Say 2 staff members - Total Cost = \$85,000

	<u>CHAMBER</u>	<u>DOWNTOWN WHITEWATER</u>	<u>TOURISM</u>	<u>TOTALS</u>
Projected Revenue	\$50,000	\$50,000	\$35,000	\$135,000
Contribution Labor	35,000	35,000	15,000	\$85,000
Program	\$15,000	\$15,000	\$20,000	\$50,000

Downtown Whitewater, Inc.

Downtown Whitewater, Inc. has a geographical area of the central business district and TID 4 which was voted on by Common Council prior to becoming a Main Street Community. It is the historic center core of the community. (Our foundation being economic development through historic preservation)

Whitewater Tourism Council

Whitewater Tourism Council has a geographical area of the Whitewater Unified School District

Whitewater Area Chamber of Commerce

Whitewater Area Chamber of Commerce has no real defined area and probably shouldn't. If someone wants to join the chamber because it will help market or promote their business then by all means that should happen. That's a private business decision and allows for businesses in other cities to join and that's fine. That leaves the Chamber with potentially the largest area to serve.

These 3 organizations have 3 very different mission statements. Keeping them all separated I believe they all can still work together by being respectful of each other's mission. However if any groups should be under one umbrella it is my understanding through the state that it is already set up with Tourism falling under the Chamber. If that is not the case then it is just that way through many communities throughout the state.

It is my opinion that if all three of the organizations were to be brought together headed by one Director than a paid staff would have to be put in place. I can see it being one of two ways:

- A director overseeing the entire new agency with each organization having a manager in charge of overseeing their respective organization and fulfilling the requirements of the organization
- A director overseeing the entire new agency with a paid staff of one full time assistant to be in the office at all times 40 hours a week that has qualifications of bookkeeping and accounting (because I am pretty sure the hotel/motel tax dollars should be kept in a separate account for promotion and development per state statue) and 2 part time employees at 30 hours a week each with one having qualifications to be a special event coordinator and the other having qualifications to be a marketing/public relations coordinator.

Pros:

- All organizations under one roof
- All organizations having representation during normal operating hours (meaning office open 9 to 5)
- One website promoting economic development, tourism, historic preservation and quality of life
- Joint Marketing effort that can report to council with tangible results that have been set up via combined benchmarks.
- A combination of a 501 c(3) and a 501 c(6) could be a huge win for economic development and tourism if implemented correctly

Cons:

- Too much micromanaging and not a clear vision of what each organization can/will be responsible for and what the new organization is responsible for
- Expectations set way to high and if there is not a staff in place to help and the director is expected to do all of the work for all 3 organizations many more items will be falling through the cracks then what people think now
- Having more than one board of directors
- To be eligible for remaining a Main Street community and access to those resources the main street program must have a full time manager in a community with a population of 5,000 or more (these resources are huge for economic development)
- A combination of a 501 c(3) that is subject to open meetings act and a 501 c(6) can be a huge lose for economic development if not implemented correctly

Hi Kathleen, It's nice to hear from you! Roger and I discussed your note and we think this would be an excellent time for an Opportunity Assessment.

We suggest you don't just hire new directors because you need them, rather find a niche for each organization - put together a list of the top 10 things you want to accomplish and then hire the expert who can get them done - someone with that area of expertise. Our Opportunity Assessment would identify and actually provide you with a list.

We've seen just about every scenario and know what works and what doesn't. We wanted to share the following thoughts and ideas:

- Tourism and downtown organizations should be joined at the hip, but each are very distinct. We believe that downtown organizations should be concentrating on making downtown an outstanding destination in its own right. This is much of the "product" tourism needs in order to be successful. After all, the number one activity of visitors, in the world, is shopping, dining and entertainment in a pedestrian-friendly, intimate setting - downtowns. This is where 80% of all non-lodging travel spending takes place. This is why Disney has Downtown Disney outside each of its parks.
- Tourism organizations, are typically your local "marketing agency" - referred to as the Destination Marketing Organization. Although these days, even tourism folks should be concentrating on product development: wayfinding, attractions development, public restrooms, and a host of other issues.
- Chambers of Commerce were organized to be the lobbying organization for local business. But typically, a chamber director will spend 80% of his or her time raising money and dealing with membership issues - yet is charged with economic development, visitor information, producing events and fundraisers and an assortment of other things. The average Chamber director only lasts 32 months.
- We believe all of these organizations should share a common receptionist and offices: they can share Internet costs, phone costs, copier and printer costs, all of which will save thousands of dollars a year. Because they are housed together there will be better cooperation and stronger working partnerships between organizations.
- You should add Economic Development to the mix as well.
- A single organization that handles tourism, economic development, and downtown, rarely succeed because the staffing is simply spread too thin to succeed. Chambers are problematic because they are membership driven. Economic development, tourism and downtown associations should NOT be member driven. Otherwise the time will be swallowed up being all things to all people rather than making something happen.

With the recent resignations, we feel now is the perfect time for an assessment. It will offer dozens of "Suggestions" or "Recommendations" that can help steer the rehiring process. For instance, if downtown really needs to work on its business mix, that would come out and the organization could hire someone with recruitment expertise. Even a Chamber of Commerce should have a focus: whether it's job creation, economic gardening (working with small businesses to help them grow), event production, etc. The assessment can help direct the organization on the type of person they should hire.

If you decide to move forward with an assessment Roger would be happy to spend an hour or two after the Assessment Findings & Suggestions Workshop to help steer you in the right direction.

When change happens, like it has in Whitewater, it's the perfect time to regroup and figure out where you want to go in the future. Roger feels the time couldn't be better! Every organization should have a narrow focus and that leads to success.

I hope this is helpful! Please let me know if you have any questions. Thank you!

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