



# Reorganizing for Results

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A Report to the  
Montrose City Council

On the Recommendations Made to the  
Economic Development Restructuring Committee

**Montrose, Colorado**

**November 19, 2009**

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**Reorganizing for Results**  
A Report to the Development Restructuring Committee  
And  
The Montrose City Council

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## I. Introduction

This report and the work by others that preceded it have been undertaken in order to create an operating structure for Montrose's economic development that is *effective* as well as *cost-effective*.

National Community Development Services, Inc. (NCDS) was retained by the Economic Development Restructuring Committee under the auspices of the City of Montrose on September 22, 2009. In the weeks prior, NCDS had begun research and fact-finding, aided by its knowledge of the community from a recent eight month fundraising engagement in Montrose.

During the summer and early fall of 2009, Montrose's development efforts were the subject of assessments and reports by the Colorado Office of Economic Development. Prior to that study, other assessments had been performed by Mesa State College and during the City's 2008 Comprehensive Plan. Most would agree that Montrose has had more than ample assessment, study, input, and analysis from stakeholders, staff, public officials, and consultants. As one recent focus group participant put it, "*We've studied this situation to death; it's time to make some hard decisions, take action and start implementing!*"

## II. Methodology

With a mandate to produce meaningful recommendations that would result in *implementation*, NCDS sought input from a cross section of those closely affiliated with the current structure and those who provide essential financial support.

A list of approximately 100 names was submitted by the Restructuring Committee to represent each of the participating organizations. Personal, confidential interviews with 44 of these opinion leaders were conducted between October 12 and October 21 by project leader, Howard Benson and NCDS Sr. Vice President, Craig Glogowski. (See Exhibit section for list of participants.) Additionally,

two focus groups were convened on October 21 and 22, engaging 30 individuals in providing their insights into the issues under discussion. The total of 74 individuals who participated represent a broad cross section of opinion and varying levels of community involvement sufficient to draw useful data. *(See exhibit section for sample questionnaire and focus group materials.)*

Findings from the interviews and focus groups were tabulated and analyzed. NCDS then researched best practice models and drew upon its extensive experience in similar sized communities, and its familiarity with instances paralleling Montrose's current situation.

In crafting this report and recommendations, every effort has been made to view all the community dynamics, personalities and issues with professionalism and impartiality.

### **III. Situation Analysis**

Our findings from 44 interviews as well as the input from 30 focus group participants, and numerous discussions with stakeholders, officers, government officials and organization staff revealed that almost everyone is in agreement on two issues:

1. Difficult economic times demand that Montrose's civic resources perform at optimum levels despite budget constraints, operational difficulties and staffing issues.
2. Existing organizations would benefit from a restructuring or, at a minimum, more focus and operational effectiveness.

Among Montrose opinion leaders who commented during this assessment, turf protection and personality conflicts are less important than the need for all organizations to play more productive and defined roles in Montrose's collective efforts to sustain and grow its economy.

Almost immediately upon beginning research and fact-finding on this assignment, NCDS realized that to limit the focus of this assignment only to the merging of organizations would be to deprive Montrose of a more valuable opportunity. Rather than merely reshuffling the organizational structure of Montrose's primary development entities, potential exists to devise a new, more effective model for community improvement. Specifically, now is the most compelling time to *convert to a strategic approach in which shared vision and compatible organization missions beget goals and measurable objectives*. This would be in sharp contrast to the current practice whereby local businesses, the City and County and various tax-based income streams "maintain" established civic organizations, primarily because they have traditionally done so.

Money and volunteer time are limited resources. Montrose can no longer afford to maintain any level of "civic overhead" to perform activities which, in some cases, may no longer be critical or relevant.

Shifting to a *strategic* operating style, versus an "activity/reactive" model can be accomplished. Adopting a "*pay-for-performance*" operating model is also a feasible transition. While these shifts may, at first, be uncomfortable, even stressful for some, it will soon become apparent that this is the same operating style utilized by successful businesses that are market leaders. To survive, businesses must produce a profit and a reasonable return on investment. It is time for Montrose's civic organizations to accept a mandate to produce a quantifiable return on investment for the volunteer time and dollars with which they are entrusted. Montrose deserves no less.

The time has arrived for any organization receiving financial support from local tax sources or from businesses to accept the challenge to achieve specific goals and outcomes that are part of a larger strategic plan. Ultimately, committing to a shared "big picture" strategy for Montrose will increase the relevance of each organization and will also attract high caliber volunteers, and the necessary financial resources.

The recommendations that follow are based on the conclusion that it is time for these organizations that have faithfully served Montrose in the past to move to the next level in performance and results.

#### **IV. What We Recommend**

##### **1. Restructure the Montrose Chamber of Commerce**

The current operating model of the Chamber is not in line with “best practice” Chambers in thriving communities. Further, strong sentiment exists among stakeholders and opinion leaders that the organization, while very busy, has little impact on the critical need to grow and sustain the Montrose economy.

Despite such disenchantment, eliminating the Chamber would squander the “equity” inherent in the brand, and the laborious chore of creating another vehicle to accomplish important functions would still be required. In this instance, major remodeling makes more sense than demolition and new construction.

Beyond its role as a visitor center and events coordinator, a restructured Montrose Chamber has great potential to become the catalyst and steward of a focused strategy that will take Montrose’s fragmented community development efforts to a higher level.

##### **2. Craft a Bold Strategy and Implement It**

A fresh multi-year strategic plan must be developed with widespread participation under the Chamber’s guidance. This would be a “*zero based budget*” strategy, perhaps called “*Montrose Momentum,*” or “*Forward Montrose,*” or even “*Partners in Progress.*” The strategy should address the opportunities and issues that limit growth, grow prosperity and enhance livability in Montrose. This plan will drive the functional and organizational structure required, as well as the financial resources needed. It will not be about maintaining the overhead of the Chamber, MAMA, VCB or the MEDC.

### **3. Chamber Staffing Considerations**

As noted, the interviews revealed a significant level of disenchantment with the Chamber's effectiveness and, most disturbing, its relevance. Some recommended simply shutting down what they see as a dysfunctional, non-performing organization. As with any Chamber anywhere, a Chamber's Executive Director is intimately linked to the organization's perceived performance-- good or bad. It may come as no surprise that the Chamber's top staff member has been at the center of contention and controversy for a large portion of her tenure in the position.

Meanwhile, as the organization publicly flounders, the Montrose economy struggles, and business leaders and elected officials search for a way forward.

#### **Resolution of the Staffing Issue**

Those who provide the funding, those who work as volunteers, and those who serve on the Board or on committees and those who pay dues-- all want professional management, proven solutions, fresh ideas and hard work. They sincerely want their Executive Director to generate cooperation, foster collaboration, demonstrate teamwork, and do so with enthusiasm as well as a high degree of diplomatic skill.

The Chamber Board should thoughtfully consider the challenges ahead for the Chamber and determine if the current Executive Director is the best fit to lead it into the future.

### **4. Funding issues**

The Montrose Chamber is generally perceived as being in unsustainable financial difficulty, though there are varying opinions as to the degree and the causes.

With the substantial number of companies reported to be members, annual dues revenue would normally be sufficient to fund basic operations, exclusive of VCB support. In most chambers, special projects and events are self-sustaining or generate a net profit. Deeper scrutiny into the Chamber's membership dues policies and structure could significantly enhance not only its performance, but also affect how it is perceived by its stakeholders and the community.

More information is needed, but a few interviewees cited the issue of "The Redcoats" as having significant effect not only on Chamber revenues, but on its perceived "presence" in the community. There was little elaboration, but we sense that the "Redcoat issue" bears further discussion, especially in light of the recommendation that the Chamber undergo an organizational overhaul.

The Chamber's contract with the City to provide quarters, management and support to the VCB is believed by most to be critical to the Chamber's current ability to stay afloat. A number of interviewees questioned the need for, or the value of, this arrangement. Most seem to believe that this funding has evolved into "an entitlement," and few seem to understand what those dollars produce in the way of performance. These views aside, such "fee for services" contracts are common in chambers throughout the United States and can perform with satisfactory results.

### **Update and Strengthen Chamber Funding Options**

As part of the recommended restructuring, the Chamber should appoint a task force to update its membership dues structure to more accurately reflect the scope of its program, its member benefits and the cost effectiveness of some of its activities. More retail members should be sought by offering a special category that acknowledges their participation as retail enhancement tax collectors. The "Redcoats" operation would also likely be one of the elements under analysis.

It is recommended that the City continue to contract with the Chamber for VCB support, but future contracts should contain more specific understandings about mutually acceptable outcomes. With the recommended new strategic plan in place, performance outcomes will be clearly defined for any funding provided by the City for Chamber's management of the VCB

### **5. Transform MAMA into the *Retail Enhancement Council* of a restructured Chamber of Commerce**

The prevailing view in focus groups and interviews was that some of MAMA's functions are valuable, but that its current operating style, staffing and funding structure no longer meet Montrose's needs.

The likely passage of a measure to create a robust Downtown Development Authority (DDA) with tax increment financing options will provide structure and resources to deal with major retail issues and infrastructure needs. Some retail marketing and promotional activities currently overseen by MAMA would fit naturally under the umbrella of the Authority, while some would best be implemented by a newly created Retail Enhancement Council. This creates a more streamlined structure and could be more cost effective in terms of organizational overhead.

MAMA's most essential and useful functions not assumed by the DDA should be meshed into a coordinated strategic plan under the direction of a revitalized Chamber operation. Broad retail participation should be encouraged to craft the fresh strategy and set goals, priorities, clear objectives and measurement. Care should be taken to coordinate with other retail promotional activities and special events to avoid overlap and duplication.

Overseeing the work of the Retail Enhancement Council would be a committee and a chair, appointed annually by the Chamber President and confirmed by the Chamber Board.

Every Montrose retail business would be offered a discounted rate for membership in the Chamber and would participate as a member of the newly formed Retail Enhancement Council. This may require changing the resolution that funded MAMA or modifying the current contract with the City for management of the retail sales tax, but the City should see more transparency, accountability and results under a new governance structure.

Funds reallocated to the more focused and accountable Retail Enhancement Council would be based on a detailed proposal that coordinates with other goals within the new strategic plan.

It may be necessary and wise to allocate some portion of existing retail enhancement tax receipts to help establish the DDA, but the positive long term impact could be enormous.

### **Staffing the Retail Enhancement Council**

Implementing an aggressive retail enhancement strategy will require full time staff support, and will function most productively under the management of the Chamber and its chief executive. MAMA's current Executive Director is largely seen as experienced and capable and should be strongly considered as a likely candidate for the senior staff position providing support to the Chamber's new Retail Enhancement Council. The position would report to the Chamber's Executive Director with experience in retail development, but whose role will be much broader.

### **6. Optimize the Visitor & Convention Bureau**

Widely acknowledged as performing adequately but having much unrealized potential, the VCB is now positioned within the Chamber in what appears to be a reasonably functional mode. The Montrose economy has slender roots planted in the fertile soil of tourism. An energized, more focused VCB can produce a substantial annual crop of clean visitor dollars. A stronger, more coordinated strategy and more engaged stakeholders will be the fertilizer and water that

will enable more success. The VCB can, without large scale organizational restructuring, fulfill its potential in attracting more tourist dollars to Montrose.

VCB performance and results will benefit from focusing on strategic goals with timelines and measurable economic benefits. All of the VCB's initiatives should coordinate with the fresh strategic plan we are recommending be developed by the Chamber. (*See the VCB example in the Exhibits section of this report.*) Some retooling of the VCB governance structure may be needed to accomplish a more ambitious work program.

A new Montrose Hospitality Council should be formed within the Chamber as a vehicle for action and wider involvement of this important economic sector. Committees and task forces comprised of stakeholders from the hospitality industry possessing expertise, energy and enthusiasm should be enlisted to guide the development of a signature event, oversee strong professional marketing, and drive tour bus visits, among other initiatives.

Funding of the CVB is currently somewhat limited, but as it develops a more aggressive strategy, it is likely that fresh funding options will appear. Adopting a "return on investment" approach to the initiatives it launches will encourage broader financial investment by the hospitality sector.

## **7. Montrose Economic Development Corporation**

The MEDC is on the proper course, is on point with its mission, and has a functional operating structure. There is a high degree of accountability for its performance as well as for its use of funds invested by both the public and private sectors.

As indicated in the commentary derived from focus groups and interviews, the Montrose Economic Development Council (MEDC) is widely viewed, as one interviewee put it, as "*...having its act together, and other groups could take a page out of its book.*"

This is likely a reflection of the recent moves by the MEDC to adopt a more strategic approach to its mission, and securing funds to accomplish a specific set of measurable objectives in a specific time frame. The MEDC was frequently lauded for the high caliber and commitment of its volunteer leadership and the solid management of its professional staff.

The only recurring recommendations were: (a.) for the MEDC to continue pursuing its focused strategy of recruiting business and helping expand local operations, and to hit a “home run,” and (b.) step up its communications and interaction with those outside its investor group.

The MEDC’s mission is central to Montrose’s future economic prosperity and, compared to other similar organizations, is, indeed positioned to produce positive results. MEDC’s leaders seem to understand that sticking to their central task with strong execution of the strategy launched in 2009 are keys to its success.

We recommend that the MEDC (a.) further coordinate its strategies with the proposed strategic plan to be developed by the Chamber., and (b.) in cooperation with the Chamber and VCB, spearhead efforts to shape a coherent external marketing strategy that better leverages resources and presents a unified image of Montrose to prospects and others outside the community.

## **V. What we Heard**

The following analysis is based on the insights provided by interviewees in 44 confidential conversations and from tabulated feedback from two focus group sessions with over 30 participants.

Tabulated responses from the interviews will be found in Exhibit B.

## The Montrose Chamber of Commerce

After conducting more than forty interviews and listening to the input of two focus groups tasked with identifying obstacles and finding strengths in the four organizations, it is clear that the majority of business, community and public sector representatives feel that the Chamber of Commerce is: (a.) Not an effective organization meeting the needs of its members; (b.) Lacking a clear mission and relevant program of work, with the resources to accomplish it; (c.) In need of organizational restructuring, including funding, board composition and operational direction.

Whether the current state of the Chamber is due to its historic trajectory or current leadership issues within the board and staff, the fact remains that few, if any, feel that the Chamber is functioning at an acceptable level of effectiveness.

Some of the frustrations expressed reflect the organizational disarray that seems to exist, e.g.: board resignations, perceived lack of return on dues investments, and apparent duplication of efforts with other organizations. Many of those interviewed pointed out that such issues diminished their confidence in the Chamber. A number of those interviewed felt that the Chamber's core weakness is greater than "who is in charge," but a vocal minority expressed frustration and disappointment that the Executive Director, not the Board or the members, is in control of the organization.

A majority of those voicing an opinion said that the Chamber not only needs a detailed and realistic strategy based on member input, but also requires a higher level of accountability from its Executive Director. Interviewees expressed frustration with the disconnect between the Chamber's mission and its visible activities. For example: *Is the Chamber's priority "hosting events and sponsoring networking functions," or is it "the voice of business and a factor in economic development," as its mission statement declares?*

Additionally, some insisted that the Chamber needs to become more skilled in representing the business community and not be so dependent on local government funding and influence that it is unable to present the business viewpoint. One astute interviewee spoke for many when he said, *“The Chamber doesn’t need to be ‘political’ but it does need to be able to take a stand on issues which may occasionally conflict with the City and County’s positions.”*

### **Visitors and Convention Bureau**

Over half of the interviewees and focus group participants felt that the VCB was functioning *“as well as could be expected.”* This reflects the belief by opinion leaders that the VCB has effective staff, a competent Advisory Board and a reasonable plan of work. Although very few rated the organization’s performance as *“excellent,”* there was solid opinion that, given more assets and a plan with measureable benchmarks, the VCB could be a very positive force in driving its sector of the Montrose economy.

As its mission statement reveals, the VCB is tasked with promoting Montrose as a tourism destination for special events and convention business. In order to accomplish this task, many of those interviewed said that the VCB should do a better job of working with other organizations which have similar goals. One frequently cited example was that, although the VCB has recently created a viable “brand” for Montrose with the *“Look Deeper”* campaign, other organizations are unable to use these “proprietary” materials and ideas. While recognizing the inherent constraints of intellectual property and royalty/limited use agreements, stakeholders’ perception is that the VCB and other organizations “are not on the same page” in terms of strategy or execution.

Frequent mention was made about the role of Telluride in the VCB’s area of work. Some felt that Montrose does not capitalize fully on its proximity to this tourist destination, and that more cooperation is needed with similar groups in Telluride, and or, the region. Ideas

such as joint conferences, partnerships for festivals and events and other opportunities to link the two communities were mentioned.

While a majority felt that the VCB is functioning at an adequate level given its limited resources, over three quarters of those interviewed said that the VCB would benefit from a degree of organizational restructuring. This desire for reorganization seems to be driven by a desire to see improvements in funding, public outreach and board composition.

### **Montrose Economic Development Corporation**

Of the four organizations that are the focus of this process, MEDC was the only one to have any significant number of respondents label their efforts as *“excellent.”* Half of those expressing an opinion thought that MEDC was effectively fulfilling its mission, while the other half felt that the organization was *“doing a good job.”* This is not to say that there were no comments pointing out the lack of any significant recent *“home runs”* by MEDC. Rather, the consensus was that MEDC has effective, competent staff management, a solid plan of work and a committed and engaged volunteer base, including but not limited to, its board.

In regard to the role of MEDC in this organizational review process, an almost unanimous number of those interviewed said they believe that MEDC performance would not benefit from any form of organizational restructuring. This reflects the view that MEDC is functioning well, and could even be used as a model for other groups. Most frequently mentioned positives were MEDC’s frequent communicating of its goals and progress, its engagement of key members in helping work with prospects, and fundraising. Also applauded were its positive working relationships with City and County officials.

MEDC’s efforts to secure a four year campus for Mesa State College in Montrose were mentioned by some who are knowledgeable about the group’s efforts. As expressed in the findings of the focus

groups, this is seen as a prime asset and a critical component of successful economic development.

### **Montrose Area Merchants Association**

MAMA is, by far, the most polarizing organization under scrutiny. The opinion of almost half of those we spoke with was that MAMA is performing poorly, while the other half felt that they were performing as well as can be expected with funds available and a mission that is unclear to many given the current retail climate. However, every respondent except one felt that MAMA would benefit from some form of organizational restructuring, and a significant percentage favored disbanding the organization entirely.

Comments from interviewees reflected the perception that MAMA, the VCB and Chamber overlapped and duplicated each other's roles, with each "doing events" as well as claiming to market Montrose as a shopping destination. Additionally, some said that after paying into MAMA, they are unwilling to pay membership dues to the Chamber or other organizations tasked with the same mission.

Another frequently raised topic was the issue of accountability, and the lack of a way to measure the impact of MAMA's efforts on the economy. Without a clear way of knowing if marketing dollars are being productively deployed and if retail sales are increasing due to MAMA's efforts, the perception of the stakeholders is that the organization either does not know or does not care if a return on investment is achieved.

Public sector officials, both City and County, were especially concerned about the lack of clear benchmarks for MAMA, and desire to see a focused strategy with attainable goals that can be *quantified and measured*.

## VI. Conclusion

The recommendations contained in this report touch only the surface of the transition that should occur in how Montrose takes care of its “civic affairs.” At the same time, it is likely that even implementing the changes recommended here will be a challenge, but a beginning must be made.

Volunteer leaders involved with these organizations candidly expressed a willingness to relinquish leadership positions if it would enable progress on the issue. Actually, what is needed are volunteer leaders who will invest the time and thought in helping shape a different organizational model, then remain engaged to assure performance.

Change is sometimes wrenching, and some recommended changes will, undoubtedly, cause a degree of anxiety. Be assured, however that successful, prospering communities elsewhere are operating with structures and strategies much like what has been proposed in this report. Montrose can, and should, seize this opportunity to “grow up” its Chamber, optimize its VCB, ramp up its retail competitiveness and coordinate MEDC’s marketing with other similar initiatives. The fresh momentum, economic results and community pride that will emerge will be well worth the discomfort that always comes with change.

**Q U E S T I O N N A I R E**  
**NCDS Montrose Organizational Restructuring**

Name \_\_\_\_\_ Date \_\_\_\_\_

Business \_\_\_\_\_

Affiliation: CofC; VCB; MAMA; MEDC;

Other \_\_\_\_\_

NCDS representative \_\_\_\_\_

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**In your opinion, how effectively does each organization fulfill its mission?**

**Chamber:** *"... foster positive economic growth for the greater Montrose area."* Excellent\_\_\_ As well as can be expected \_\_\_ Poorly\_\_\_ Don't know\_\_\_

**VCB:** *"...to promote Montrose as a tourism destination for special events, cultural activities, outdoor recreation and convention business."*  
Excellent\_\_\_ As well as can be expected\_\_\_ Poorly\_\_\_ Don't know\_\_\_

**MAMA:** *"...promote the Montrose trade area with the goal of increasing sales revenues through promotional activities, education, advertising, and by serving as a resource to stimulate a thriving business community and enhance the retail environment."*  
Excellent\_\_\_ As well as can be expected\_\_\_ Poorly\_\_\_ Don't know\_\_\_

**MEDC:** *"...strengthen Montrose County's economic base...increase the standard of living for all residents through the retention, expansion, attraction and development of primary jobs and capital investment. (Includes) promotion of workforce, agricultural advancement and other business development that provides economic diversification and stabilization."*

Excellent\_\_\_ As well as can be expected\_\_\_ Poorly\_\_\_ Don't know\_\_\_

**Would some kind of organizational restructuring improve the capacity and ability of the organizations to perform up to expectations?**

**C of C**    Yes\_\_\_\_    No\_\_\_\_    Unsure\_\_\_\_

**VCB**        Yes\_\_\_\_    No\_\_\_\_    Unsure

**MAMA**    Yes\_\_\_\_    No\_\_\_\_    Unsure\_\_\_\_

**MEDC**    Yes\_\_\_\_    No\_\_\_\_    Unsure\_\_\_\_

**In your opinion, is the desire to restructure or merge these organizations being driven by:**

- (a) Dissatisfaction with performance of one or more of the organizations
- (b) Desire to reduce cost of maintaining one or more of the organizations
- (c) Personality or conflicts with professional staff executive directors
- (d) Desire to improve the performance of one or more of the organizations
- (e) Other:

**What issue above is most important to you?**

A        B        C        D        Other:

**Is creating a new umbrella organization with the other organizations operating under it the right solution to address the issues above?**

Yes\_\_\_\_    No\_\_\_\_    Unsure\_\_\_\_    A better approach might be:

**If creating a new umbrella organization required hiring and paying the salary and benefits of an additional Executive Director, would you favor such a move?**

Yes\_\_\_ No\_\_\_ Unsure\_\_\_ Comments:

**If you are currently an officer or director of one of the organizations, would you likely be willing to resign your position if a new umbrella organization were formed?**

Yes\_\_\_ No\_\_\_ Unsure\_\_\_ Comments:

**As a member of one of the organizations, how would a restructuring likely affect the memberships you hold or the investments you currently make in one or more of the organizations?**

\_\_\_ Maintain existing levels of membership or support

\_\_\_ Reduce existing levels of membership or support

\_\_\_ If asked, consider increasing level of support

**Rather than a merger or forming an umbrella organization, would you favor a new “master development strategy” that tasks each organization appropriately and holds them accountable for measurable performance?**

Yes\_\_\_ No\_\_\_ Might be a reasonable approach; need more detail\_\_\_

## Exhibit B-Questionnaire Tabulations

A total of 44 business, community and political leaders were interviewed about specific issues related to the possible merger or re-organization of the Chamber of Commerce, Visitors and Convention Bureau, Montrose Merchants Association and Montrose Economic Development Corporation.

After a brief description of each organizations mission statement, respondents were asked:

*In your opinion, how effectively does each organization fulfill its mission?*

	Excellent	Good as can be expected	Poorly	Don't Know
Chamber	0%	25%	62%	12%
VCB	5%	62%	8%	25%
MAMA	2%	36%	42%	18%
MEDC	44%	34%	5%	

*If some kind of organizational restructuring would improve the capacity and ability of the organizations to perform up to expectations.*

	Yes	No	Unsure
Chamber	86%	5%	8%
VCB	75%	11%	13%
MAMA	83%	5%	11%
MEDC	8%	83%	8%

*Is creating a new umbrella organization with the other organizations operating under it was the right solution?*

	Yes	No	Unsure
Total: 37	18	7	12
Percentage:	48%	18%	32%

*Would you be in favor of hiring and paying the salary and benefits of an additional Executive Director to run the new umbrella organization?*

	Yes	No	Unsure
Total: 33	14	10	9
Percentage:	42%	30%	27%

*If the interviewee was currently an officer or director of one of the organizations, would you likely be willing to resign if a new organization were formed?*

	Yes	No	Unsure
Total: 21	13	3	5
Percentage:	61%	14%	23%

*Rather than forming an umbrella organization, would you favor a new “master development strategy” that tasks each organization and holds them accountable for performance?*

	Yes	No	Unsure
Total: 29	11	7	11
Percentage:	37%	21%	37%

## Exhibit D-Interview List for Montrose Reorganization

Jose Abeyta	Mike Gordon	John Overholser
Elsa Anderson	Dave Hample	Bruce Panter
Scott Beyer	Sue Hansen	David Reed
Greg Brewton	Randy Havens	Curt Robinson
Bob Brown	Ron Henderson	Keno Rodriguez
Ron Courtney	Marge Keefhus	Shelley Sale
David Crane	Erica Lewis Kennedy	Steve Savoy
Glen Davis	Phyllis Larsen	Jennie Sopsic
Dennis Devor	Dave Laursen	Dee Stryker
Gary Ellis	Terri Leiben	Scott Stryker
Kathy Ellis	Jack Ludwig	Kenneth Townsend
Greg Fishering	Gail Marvel	Ed Ulibarri
Fletcher Flower	Lance Michaels	George Voorhis
Priscilla Fry	Juli Messenger	David White
Steve Glassman	Matt Miles	

## Exhibit E-Montrose Focus Group Tabulations

*Weaknesses of the Montrose “Product” from the Colorado Office of Economic Development assessment 17 Participants*

Weakness	<i>Number of Participants</i>
Lack of a community college and/or local higher education	9
Lack of public transit	5
Apathy of residents and businesses	4
Lack of soft skills in workforce	4
No consistent workforce training available	3
Need for a Montrose signature event	3
Limited tax sources for City	2
Lack of connectivity to road system	2
Inability to fund infrastructure	2
Underutilization of the airport as economic driver	2
High cost of airfare	1

*Weaknesses of the Montrose “product” from the Colorado Office of Economic Development assessment 13 Participants*

Weakness	<i>Number of Participants</i>
Lack of a community college and/or local higher education	10
Apathy of residents and businesses	5
Lack of soft skills in workforce	5
Need for signature event	5
High cost of airfare	4
Limited tax sources for City and County	3
Inability to fund infrastructure	2
Lack of signage promoting attractions	2
Underutilization of the airport	2
No Workforce Training	1
Weak collaboration with Delta Tech	1
Lack of public transit	1
Lack of media exposure for Montrose	1

## Exhibit F-Focus Group List

### October 20, 2009

Jose Abeyta	David DeVinny	Rich Parr
Jonathon Allen	Joel Evans	David Reed
Jim Austin	Jim Isler	Don & Keithley Wagner
Bob Brown	Phyliss Larsen	Ralph Walchle
Audrey Cook	Mary Mathis	Sherree Warner
Jim Cook	Carol McDermott	Paul Zaenger

### October 21, 2009

Ron Courtney	Dave Laursen	LeAnn Tobin
Greg Fishing	Gail Marvel	Lynn Vogel
Sue Hansen	Lance Michaels	Sean Witham
Polly Hohlenkamp	Bruce Panter	
David Keinholz	Curt Robinson	

## **Exhibit G-Example of possible Strategy**

For example, the **VCB** might agree to strategic goals such as:

### ***Strategic Goal***

*“By 2012, increase tour bus travel to Montrose by 30%. (15% in year one, 20% by year two, and 30% by year three.)*

### ***Economic Impact***

*Generating this additional tour bus business will increase overnight stays in Montrose hotels from \_\_\_ per year to \_\_\_, and increase hotel revenues from \$\_\_\_ to \$\_\_\_. This increase will also drive restaurant expenditures from \$\_\_\_ to \$\_\_\_ annually, an increase of \_\_\_%.*

### ***Tactics***

- *Increase marketing to targeted industries...*
- *Attend trade shows focused on the tourist industry...*
- *Example,.....*