

A Survey of Madison's Sister City Programs, 2009

12-16-09

1. Official name of program

Madison Cuzco Sister City Project.

2. Key facts about the sister city

- a. City name-**Cuzco Peru**
- b. Province or state- **Cuzco**
- c. Country- **Peru**
- d. Population-**348,935**
- e. Nature of local government- **Democracy**
- f. Nature of the local economy-**Tourism, agriculture, wool, mining**
- g. Socio-economic data ???
- h. Other?

3. A map showing the location of the sister city in the country.

Please attach a map to this questionnaire. Wherever possible, please use Google maps.

http://maps.google.com/maps?q=cuzco&sourceid=ie7&rls=com.microsoft:en-US&oe=utf8&rlz=1I7GPEA_enUS313&um=1&ie=UTF-8&sa=N&hl=en&tab=wl

4. History

- a. Key organization dates
 - (1) What year was your organization founded? **2004**
 - (2) In what year did you become an official Madison sister city? **Still waiting for Cuzco to sign agreement**
- b. What were the *primary* motivating factors behind the selection of your city? If there was more than one primary motivating factor, you may check more than one box.
 - humanitarian YES
 - cultural and educational YES
 - business and economic YES
 - other? (please explain) _____
 - combination of above (please explain) _____
- c. Did your sister city program have specific initial goals it sought to realize? If so, what were they?
The original goals are the same as they are now-to become an official sister city with Sister City International with the same philosophical mission.
- d. Who were the initial leaders? **Peter Munoz, Victor Villacrez, Jose Villacrez, Will Strycker, Dan Guerra.**
- e. What were the key *organizational events* and *when* did they occur? Typical key events might include: triggering events; concept discussion; getting others involved; formal organization creation; and seeking council approval. Please select the key organizational events for your program and fill out the table below:

Key event	Year	Additional information
Adoption by City of Madison Common Coucil	2004	
First outbound trip to Cuzco	2004	
First Inbound Trip	2005	Visit by Marco Nunez and Don Martin Pinedo. Met with Mayor Dave.
Second Inbound Trip	2009	Second Visit by Marco Nunez. Did several cultural exchanges in Madison, Verona, Monroe

- f. Thinking about your international sister city partners:

(1) Who were your initial contacts? Names are not as important as their roles/positions in the

locality.

1. **Tito Nunez- Organizing support for the sister city in Cuzco.**
2. **Eduardo Gil Mora- Petition the politicians of Cuzco to support and adapt the sister city resolution.**
3. **Carlos Valencia Miranda-Mayor of Cuzco has received the delegation from Madison and is supporting the sisterhood.**
4. **Marco Nunez-Organizing support for the sister city in Cuzco and acting emissary.**

(2) Why were they selected- **Tito Nunez visited Madison, and the others were very interested.**

(3) How did you make initial contact with your future sister city leaders in the locality?

In person and via emails and letters.

(4) What factors explain why your prospective city agreed to participate in the sister city program? **Madison is an accepting community, many people from Peru living here, University of Wisconsin-Madison, and the beauty of the landscape.**

g. Do you have a copy of the council resolution creating your sister city program? If so, please include a copy when you make your presentation to the committee. [Note to staff: Do the mayoral files contain this information? If so, we could eliminate this question.] **Again the City of Cuzco is waiting for the city of Cuzco to adopt the resolution.**

h. What historical records do you have? Check each that apply.

- board minutes
- scrapbooks of newspaper clipping **YES**
- concept papers **Yes**
- fundraising prospectuses **Yes**
- brochures **Yes**
- photographs **Yes**
- other (please describe)_____

h. Where are these documents kept? Please provide the keepers' names and contact information.
Victor Villacrez 108 Melody Circle Verona WI

i. For each of the *outbound* trips provide the following data: **There has been one official trip.**

(1) Trip dates (month and year is sufficient) **Summer 204**

(2) Approximate number of participants **1**

(3) What were the most important/most memorable events of the trip? **Met with Mayor of Cuzco**

(4) Salient qualities of participants **Board member of Centro Hispano, Mayor of Cuzco, Alderman**

•Demographic (ages, gender mix, socio-economic qualities, etc.)

Not relevant at this time.

•What factors probably motivated participation? **They wanted to support sister city.**

(5) Did you experience any problems that you think may be common to all of Madison's sister city programs? If so, please describe

j. What is the approximate total number of persons who have gone on all outbound trips to date?

k. For each of the *inbound* trips held provide the following data: **Two Inbound trips.**

(1) Trip dates **April 2005 and March 2009**

(2) Approximate number of participants in visiting delegation **2**

(3). What were the most important/most memorable events of the trip?

Meeting with Mayor Dave in 2005, Cultural exchanges at both times.

(4) Salient qualities of participants

•Demographic (ages, gender mix, socio-economic qualities, etc.)

There was an even mix at all the events that we have sponsored. Higher income individuals looking for information on Cuzco and experiencing the culture, Peruvian Americans wanting to be a part of the cultural

exchange, Just about the same amount of men and woman. The people from Cuzco were both male and approximately 50 years of age. One was an native Indian who was a shaman, the other was more of a mestiso and was a businessman.

•What factors probably motivated participation? **Wanting to share the original culture of Cuzco and the Andean peoples.**

(5) Did you experience any problems that you think may be common to all of Madison's sister city programs? If so, please describe

1. What is the approximate total number of persons who have gone on all inbound trips to date? **6**

5. 2009 goals and objectives

a. What are your most important goals and objectives for 2009? **The goal is to get the Common Council of Cuzco to sign the sister city agreement.**

b. Generally speaking, what programs and strategies are you using to achieve these goals and objectives?
Writing letters to the mayor of Cuzco, having our emissaries visiting Cuzco city hall, working with the University of Andino Del Cuzco to get the professors on board.

6. 2010-2012 activities

a. What plans do you have for *outbound* trips? Please describe. **None at this time but may consider a trip this summer if the City of Cuzco will sign the agreement.**

b. What plans do you have for *inbound* trips for? Please describe. **None at this time.**

c. Do you have any other programmatic initiatives planned for 2010 thru 2012? Examples could include pen pal programs, business exchanges, fundraising fairs, etc.

We are having a fundraiser for the victims of the flooding in the Cuzco region, MAD FOR CUZCO February, 25th 2010 at the Cardinal Bar.

7. Governance

a. Regarding your board:

How many people serve on your board? **4 -5**

What are the socio-economic qualities that best describe your board? **Members from all socio economic classes but mostly professionals.**

Do you have any special "slots" or categories of members? If so, please describe. **None**

Do you have written by laws? (If so, please attach a copy) **None**

b. How do you define a member? **A person who has in the past of present help with organizing events, helped with fundraising, and completing the agreement process and who have indicated that they were interested in Cuzco.**

c. How many members do you currently have? **15-20**

d. What governance problems have you experienced and how have you solved them? **No problems as of yet, Centro Hispano acts as our 501 c (3)**

e. How would you describe your current *level* of activity? **We are actively trying to raise money for our sister city and working with our emissaries to get Cuzco to sign the agreement.**

f. Are you planning any governance changes that would increase your organization's capacity and sustainability? If so, please explain. **Yes, as soon as we are an official sister city we will change to increase our capacity and to ensure a active relationship with Cuzco.**

g. Do you have the leadership, resources, program vitality, and other factors needed to sustain your program for the next five years? Please explain. **Yes, we have a lot of support from Centro Hispano, Hartari Peru and others in the community familiar with sister cities.**

h. The SCCC was created because many felt that Madison's sister city programs had great but unrealized potential, and that improved coordination and collaboration *between its programs and on behalf of all programs* could help achieve that potential. Could a permanent, well-organized SCCC provide services that could be of significant value to your sister city program? If so, please describe them. **Yes, I sit on the committee and am convinced that through regular meeting the different sister cities can share ideas and resources to help build awareness, raise funds, and sustain the groups' mission statements.**

8. Program budgets

a. When you prepare your program's annual budget, what *categories* or line items do you use? Examples could include:

- General program maintenance
- Outbound trips
- Inbound events
- Gifts
- Postage
- Printing
- Equipment rental
- Other (please explain)

b. Please provide *summary* budgets for the last three years. By "summary" we mean the line items (categories) and the total for each year. [Should we provide a simple four-column table here with, say 10 rows for budget line items and a bottom row for the annual total?]

The Madison Cuzco Sister City Project has not taken city funds for several years. Most of the events have been driven by in-kind contribution of food, music and space.

c. What *categories* of out of pocket costs do participants typically have to pay on outbound trips?

d. What are the approximate total out-of-pocket expenses per person for an outbound trip?

e. Have you ever subsidized expenses of participants on outbound trips? If so, explain the amount and how you covered these costs. **Not applicable to c, d, e because we have not had any official trips as a sister city, only the initial trip by Will Stryker who paid for everything himself out of pocket.**

f. Experience shows that Madison's sister city governments are able to earmark larger amounts of money for hosting and gifting when Madisonians travel there, and that we Madisonians are not able to match those appropriations when they travel here. Please describe methods you have used to handle this problem. **The times the two individual came to Madison the cost of room and board was absorbed by a relative.**

g. Are there other points you'd like to share with the SCCC about your budgetary practices that were not addressed in the above questions? If so, please explain.

9. Fundraising

a. City of Madison. For the last several years the City of Madison has earmarked about \$10,000 annually for sister city programs. This money was distributed in two categories: a base grant of about \$500 and a discretionary grant of up to \$1000.

(1) Have you ever received a base grant? How many, in what amounts, and in what years? **I think the Madison Cuzco Sister City Project received base funding two time, 2005 and 2006.**

(2) Have you received a discretionary grant? How many, in what amounts, in what years, and for what purpose? **The MCSCP might have received discretionary funds in 2005.**

b. What types of fundraising activities have you done *outside* of the city grant program? Please identify all of the categories or techniques you have used, when you used them, how much money they raised, etc. Which of these techniques have you found most successful and why? **We have done two sets of fundraising: April 2005- at our cultural event we passed the hat around to pay for the expense of the food. March 2009- We employed the same method of passing the hat around for donations to offset the travel expenses of the emissaries.**

c. How are you raising money for your organization today?

We are having a fundraiser at a bar with a band and sending out invites via face book and getting the word out so people will attend the event and then we will ask them for money. We are also using extensive email and other internet marketing techniques.

d. What fundraising plans do you have for 2010 and beyond? Same as above do more fundraisers like Mad for Cuzco. We intend to work with the larger sister city committee to implement the fundraising strategies. And to take advantage of fundraising opportunities the groups will have.

e. If a significant amount of *additional* sister city money could somehow be raised through such techniques as private sector grants, and if that money were made available to your program, how would you propose to use that money? **We would put the question to the larger committee first. But a priority would be to help with humanitarian efforts to help our sister city overcome the suffering created by the floods.**

f. Other?

10. Marketing

a. How do you make Madisonians aware of your existence?

•Brochure? **Yes**

•Information booths (where?) **Yes**

•Other? Please explain **FACE BOOK and the Internet. This is the best way to get the word out worldwide.**

b. How do you recruit program participants? How effective have these efforts been? **We recruit through Facebook, the internet and attendees at events**

c. Do you try to secure media coverage for your program? If so, please describe how you do this. **Yes, we try to get the media at events, but more and more relying on the internet, Youtube and blogs.**

d. How would you describe the relative effectiveness of your media program? **On a scale of 1-10 around a 7. Need to leverage technology more.**

e. What recommendations do you have to *improve* your media effectiveness? **Have more of a professional presence on the internet and a active Facebook page with lots of friends.**

f. Madison's sister city programs generate relatively little attention from the business community, and yet businesses are potentially one of the greatest beneficiaries and largest program underwriters. Have you tried to make Madison's business community a significant partner in your program? If so, please describe the methods you have used. **Not as of yet but we are working with the larger sister city community to generate interest.**

g. The SCCC is considering several concepts that it believes have potential to involve more businesses in *your* sister city program. Which of the following concepts do you think have the greatest potential to get the business community involved in *your* program? Please place a number in the box that reflects the concept's relative promise: #1 means great promise, #2 some promise, and #3 little promise.

Sister City Partners. A partner is a business that would receive exclusive or near-exclusive opportunity to secure sister city business in exchange for a discounted rate. This could be attractive to hotels, restaurants and other hospitality businesses. **1**

Product fairs For example, five of Madison's sister cities produce cheese; therefore, an event would be created at an appropriate location to showcase such products. **1**

Business-to- business opportunities. This would include specialized exchange programs for businesses or organizations that share a common product or service. **2**

Other? Please explain.

h. The SCCC is considering several marketing concepts for individual and overall programs. Which of the following techniques would have the most positive, enduring impact on your program? Please place a number in

the box that reflects the concept's relative promise. A #1 means great promise, #2 some promise, and #3 little promise.

Create a "friends" organization (e.g., Friends of Madison Sister City Programs) so that it could do fundraising, marketing, publicity, etc. *independently* of the city. **2**

Create a web site that could be used as an informational and recruiting tool. **1**

Establish and run a joint sister city fundraising program. **3**

Other- **Establish a Facebook page for SCCC.**

i. Are there other points you'd like to share with the SCCC about your marketing practices that were not addressed in the above questions? If so, make those points here.

11. Measuring success

a. One of the questions that the SCCC is studying is: How would an astute observer of Madison's sister city program know when the program is successful? With that question in mind, does your sister city program use metrics (either qualitative or quantitative) to measure your success? If so, please explain. **A successful sister city is one who has a lot of exchanges, have regular events to raise awareness and one that has 100's of friends on Facebook. We do not employ any measures of success as of yet but will.**

b. If you do *not* currently use metrics of some kind to measure your success, but think they would be desirable, what suggestions do you have for good indicators? Please explain.

12. Madison: strengths and weakness for the sister city program

- a. What factors make Madison *ideal* for sister-city programs? List all factors that you think are applicable.
- **The reputation of cultural diversity and acceptance**
 - **The physical beauty of the area**
 - **The educational level of the citizen of Madison**
 - **The political reputation as a liberal community**
 - **The University of Wisconsin**

b. What factors *limit* Madison's ability to launch and sustain sister city programs? List all factors that you think are applicable.

- **The climate**
- **The lack of interest in the business community**
- **The amount of other causes people are interested in compete with sister cities appeal. They are not unique.**

13. Final lessons

a. As you reflect on the experience of your sister city program, what factors have the greatest potential to make it better? Please explain. **There is a lot of potential for Madisonians to travel to this great land. There is also much Cuzco can learn from Madison. Hoping after the formal agreement is finally signed The Madison Cuzco Sister City Project can do more exchanges.**

b. As you look back on the management of your sister city program, what are the most important lessons you have learned? **It is better to have more dedicated people involved. Hard to sustain with only a few involved.**

c. Are there any final points about your program that you would like to share with the SCCC? If so, please outline those points here. **Several, too many to list.**