

A Survey of Madison's Sister City Programs, 2009

12-16-09

1. Official name of program- Madison Camaguey Sister City Association

2. Key facts about the sister city

- a. City name- **Camaguey**
- b. Province or state- **Camaguey**
- c. Country- **Cuba**
- d. Population- **350,000**
- e. Nature of local government-**Each province and municipality is governed by an Assembly of Delegates of People's Power. Since 1976 members have been elected by popular ballot and serve two- and- a -half year terms. The municipality of Camaguey has a mayor who is elected every 2 1/2 years by the delegates to the municipal assembly.**
- f. Nature of the local economy-**Center of culture, education, technical research and agriculture, of which sugar and dairy are most important.**
- g. Socio-economic data- **Not available**
- h. Other? **Camaguey is the capital of Camaguey province and the third largest city in Cuba; the province of Camaguey is the largest on the island**

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.

4. History

- a. Key organization dates
 - (1) What year was your organization founded - **1994**
 - (2) In what year did you become an official Madison sister city? **December 1994**
- 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
 - cultural and educational
 - business and economic
 - other? (please explain) Scientific
 - combination of above (please explain) _____
- c. Did your sister city program have specific initial goals it sought to realize? If so, what were they? - **Establish a program that would support respectful people-to-people contacts between citizens of Madison and Camaguey. This would include, but not be limited to, humanitarian and cultural exchanges through outbound and inbound travel and the support of local cultural projects.**
- d. Who were the initial leaders? **Ricardo Gonzalez, Robert Kimbrough, Vicki Martin, Dr. Rudy Hecht**
- 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
Alderman Ricardo Gonzalez visits Cuba	April 1994	Proposed twinning of Madison/Camaguey to Cuban officials
Organizational meeting and City Council approval	July –December 1994	
First Delegation visits Cuba	May 1995	Traveled through Mexico and delivered donations to Pediatric Hospital in Camaguey

Signing of Sister City agreement	March 1999	City Council President Tim Breur signed Sister City agreement with Camaguey counterpart, President Ynchausti
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- 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.- **Arsenio Morfa, Director of International Relations of Camaguey Province**
 - (2) Why were they selected? **Corresponding officer in Camaguey**
 - (3) How did you make initial contact with your future sister city leaders in the locality? **Morfa introduced Ricardo to city leaders**
 - (4) What factors explain why your prospective city agreed to participate in the sister city program? **Potential for people-to-people relations, Cuban desire to reach U.S. public**
- 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.]
- h. What historical records do you have? Check each that apply.
- board minutes
 - scrapbooks of newspaper clipping
 - concept papers
 - fundraising prospectuses
 - brochures
 - photographs
 - other (please describe) newsletter, website _____
- h. Where are these documents kept? Please provide the keepers' names and contact information.
- Board minutes – Gloria Fullerton, Secretary of the Board – home phone 233-7346; gloria@fullerton.es**
- Photographs, historical clippings – Jon Heinrich, Vice-President of the Board- home phone 215-6828; jheinrich@charter.net**
- Miscellaneous records – Ricardo Gonzalez, President of the Board – home phone- 712-2520; raglez@charter.net**
- i. For each of the *outbound* trips provide the following data:
- (1) Trip dates (month and year is sufficient)- **1) 5/95; 11/95; 11/97; 2/98;8/98; 1/99; 3/99; 11/99; 2/00;8/00; 2/01; 9/01; 2/02; 9/02; 12/02; 2/03; 11/03; 2/04; 5/04. Subsequent to May 2004, trips were taken under the auspices of Wisconsin Medical Project.**
 - (2) **Approximate number of participants- Average number of participants per trip: 15**
 - (3) **What were the most important/most memorable events of the trip? -Many memorable experiences in so many visits. The most memorable probably would be the trip in March 1999, when Ald. Tim Bruer signed the sister city agreement and our visit coincided with a visiting group of medical students from UW-Madison, who attended the signing. Also, the Cultural delegation that went in February 2001, consisting of 36 Madisonians, 26 of whom continued to the Eastern provinces for a week tour of historical places.**
 - (4) **Salient qualities of participants**
 - Demographic (ages, gender mix, socio-economic qualities, etc.)
 - What factors probably motivated participation? – **Plenty. Demographically speaking, we've taken people from 12 to 80 over the years, representing a wide range of incomes, race, national backgrounds and gender. All have been motivated by a desire to get to know Cuba first hand and reach out to the Cuban people. All have fallen in love with Camaguey.**
 - (5) **Did you experience any problems that you think may be common to Madison's entire sister city programs? If so, please describe –Hard to say, but I'm sure we all share similar travel issues and protocol issues. Cuba, however, is in a class all by itself, given the political problems that plague relations between US and Cuba.**

j. What is the approximate total number of persons who have gone on all outbound trips to date? - **Including individual travelers on the Wisconsin Medical Project leadership, we believe over 1000 travelers since 1995.**

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

(1) Trip dates – **10/99,11/2000,11/2009**

(2) Approximate number of participants in visiting delegation – **2,2,3**

(3). What were the most important/most memorable events of the trip? **10/99 – two pediatricians attended a pediatric convention in Washington D.C. where they met President Clinton, followed by two weeks in Madison; 11/2000- two leaders of Camaguey government spent three weeks in Wisconsin – visited Madison and Milwaukee; 11/2009- three artists from Camaguey spent one month in Madison, held exhibition at Edgewood College.**

(4) Salient qualities of participants

•Demographic (ages, gender mix, socio-economic qualities, etc.) – **3 women, 4 men, ages 40-60, doctors, politicians, artists**

•What factors probably motivated participation?

(5) Did you experience any problems that you think may be common to all of Madison's sister city programs? If so, please describe- **No, Cuban-American relations makes this situation different from others.**

l. What is the approximate total number of persons who have gone on all inbound trips to date? -7

5. 2009 goals and objectives

a. What are your most important goals and objectives for 2009? – 2010- **To continue fundraising in order to support both our commitments to cultural programs in Camaguey and to the humanitarian work of the Wisconsin Medical Project**

b. Generally speaking, what programs and strategies are you using to achieve these goals and objectives? - **Fundraising events, networking with other community organizations, maintaining our website, word-of-mouth.**

6. 2010-2012 activities

a. What plans do you have for *outbound* trips? Please describe. – **Outbound trips are suspended until such time as the U.S. government lifts the travel ban to Cuba. In spite of restrictions on travel to Cuba imposed by the continuing U.S. embargo on the island, MCSCA has been able to maintain a relationship with Camaguey by working with other humanitarian groups, such as the Wisconsin Medical Project.**

b. What plans do you have for *inbound* trips for? Please describe. –**Sometime in the next two years, we would hope to repeat the recent, very successful, month long visit and exhibition by two artists from Camaguey.**

c. Do you have any other programmatic initiatives planned for 2010 thru 2012? Examples could include pen pal programs, business exchanges, fundraising fairs, etc. -**Fundraising benefits, silent auction/wine tasting, continued networking.**

7. Governance

a. Regarding your board:

How many people serve on your board? **9**

What are the socio-economic qualities that best describe your board? **Madison liberals**

Do you have any special "slots" or categories of members? If so, please describe. - **Family memberships and individual memberships.**

Do you have written by laws? (If so, please attach a copy) **yes**

b. How do you define a member? **Dues paying**

c. How many members do you currently have? **50**

d. What governance problems have you experienced and how have you solved them? **None**

e. How would you describe your current *level* of activity? -**Active membership, well attended monthly meetings and fundraising events, effective and hard working Board**

f. Are you planning any governance changes that would increase your organization's capacity and sustainability? If so, please explain. – **None planned**

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 committed, excellent Board and a hard to beat Sister City, in terms of appeal and visitor satisfaction.**

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. – **While most Sister City relationships offer potential for trade and other economic exchanges, our relationship with Cuba is so unique and fraught with political nuances, that the best we can hope for, at this point, and in the foreseeable future is for increased cultural, scientific and humanitarian exchanges. Needless to say, the support of other Sister City organizations is welcome, but it is not integral to our mission. Ultimately, success will depend on the commitment of the city of Madison to Sister City relationships.**

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-No
- Inbound events- When appropriate
- Gifts
- Postage
- Printing
- Equipment rental
- Other (please explain)- Website maintenance

Frankly, we don't prepare a budget. We figure what we need to do, what we want to do, and set out to raise it. Our "budgets" have run from \$12,000 to \$20,000 each year and we seem to always be in the black, thanks to the generosity of our members and friends.

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?]

c. What *categories* of out of pocket costs do participants typically have to pay on outbound trips - Travel, lodging, meals

d. What are the approximate total out-of-pocket expenses per person for an outbound trip? - **Roughly, \$1500.**

e. Have you ever subsidized expenses of participants on outbound trips? If so, explain the amount and how you covered these costs. - **No**

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. - **This problem does not apply to us. When Cubans have visited Madison, our association has underwritten travel and our membership provides lodging, meals and gifts.**

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? **-Yes, most years we have received the base grant, usually around \$500.**

(2) Have you received a discretionary grant? How many, in what amounts, in what years, and for what purpose? **- Yes, our records indicate five times: 2003/\$789; 2004/\$542; 2005/\$535; 2006/\$583.42; 2007/\$451.58.**

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? **- During the time that we were able to travel to Cuba, we asked for a donation to the organization from each traveler for every trip. We also, periodically, did some fundraising with sales of t-shirts, mugs, note cards, etc., that we produced. In the past five years, we have relied on benefit events, direct mail appeals and t-shirt sales.**

c. How are you raising money for your organization today? **-Benefit events; annual Wine Tasting/Silent Auction; annual Latin Music Fest; T-shirt sales, direct mail appeals, membership dues.**

d. What fundraising plans do you have for 2010 and beyond? **- We will continue to hold benefits, as above, in order to support our cultural commitments in Camaguey and our humanitarian support of Camaguey through the Wisconsin Medical Project. We will also continue to do fundraising on an emergency basis in order to provide financial support during times of crisis in Camaguey, as we did recently after two hurricanes.**

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? **- To bring artists and other professionals to Madison from Camaguey.**

f. Other?

10. Marketing

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

•Brochure? **- No longer using brochures**

•Information booths (where?) **- Table at community events related to our mission**

•Other? Please explain **- Website, networking with other organizations, word-of-mouth**

b. How do you recruit program participants? How effective have these efforts been? **-Word- of-mouth – very effective for us.**

c. Do you try to secure media coverage for your program? If so, please describe how you do this. **- Press releases for our benefits and events**

d. How would you describe the relative effectiveness of your media program? **- Somewhat effective**

e. What recommendations do you have to *improve* your media effectiveness? **None**

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. **-None**

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.

2 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.

3 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.

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

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.

3 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.

3 Establish and run a joint sister city fundraising program.

Other _____

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. **No**

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. – **No, except to the extent that we have enough financial support to fund our cultural and humanitarian commitments.**

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. - **None**

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. - **Culturally aware population, interested in international issues, desirous of world peace.**

b. What factors *limit* Madison's ability to launch and sustain sister city programs? List all factors that you think are applicable. - **Only those that are self-imposed by individuals, organizations and the city**

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. – **Without a doubt, what will make our project infinitely better would be the normalization of relations between Cuba and the U.S. They sky would be the limit to what we could do once relations are reestablished.**

b. As you look back on the management of your sister city program, what are the most important lessons you have learned? - **That in order to have a viable project you must have good people on your board and general membership, then focus on the possible and let all participate and contribute to its success.**

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. – **Each sister city project is different, but we have found that a love of our sister city is very important. Camaguey is easy to fall for, being a charming old town with lots of history and a very friendly people. Cuba also has unique qualities that make it an interesting place to visit, not to mention the ongoing political experiment of the Cuban Revolution, which is one of the most important events to take place in the history of our hemisphere. Add a touch of rum, cigars, beaches, great music and you have a wonderful destination that is hard to beat.**