THE HISTORIC WINIFRED HOTEL
Strategic Implementation Plan

(Waking Miss Winifred ,2016)

Iowa State University Extension and Outreach
Rising Star Internship
Worth County
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Executive Summary

The Historic Winifred hotel is located in Northwood, Iowa. It was originally built in 1912. Recently, The Waking Miss Winifred group acquired the Historic Winifred hotel to try to rehabilitate and put the hotel back into service. The Historic Winifred hotel deteriorated over time from lack of maintenance and modifications that were insensitive to the historic character of the building. It is time to share its beauty with the world. In early 2017, the Waking Miss Winifred group contracted with the CyBIZ lab in the Iowa State University College of Business to complete a business and conceptual plan to restore the Northwood hotel. The organization then asked for help from the Rising Star interns with implementing the business plan. After several meetings together, the organization and the Rising Star interns developed a plan to complete a timeline to help guide the work to be done, with both graphics and descriptions of each step. This document is the result of those efforts.
Early in 2017, the Waking Miss Winifred group contracted with CyBIZ to develop a business plan to help guide the development of the project. The CyBIZ plan has six parts: executive summary, company overview, market analysis, marketing plan, operations plan and financial analysis.

Following the completion of the CyBIZ plan, the group realized that it would benefit from receiving assistance with the implementation of the recommendations of the CyBIZ plan. The group met with representatives from Iowa State University Extension and Outreach to identify options for assistance with implementation of the plan. ISU Extension and Outreach offered the group assistance from students participating in the Rising Star internship. The group agreed and ISU Extension and Outreach of Worth County contracted to hire the interns for summer 2017. This document is the product of this partnership.
A strategic implementation plan is “a plan that tells the process that puts plans and strategies into action to reach goals.” (Lorette, K., 2017). The interns created a timeline to help guide the work to be done with both graphics and descriptions of each step. By using the timeline, the Waking Miss Winifred group may learn how much time each step will take and what their next step is.

Rising Star interns met with the Waking Miss Winifred group five times to identify the goals of the group and to develop the structure for a strategic plan that would help the group implement the plan. Early in the meeting process, the interns and the group spent time reviewing the recommendations of the CyBIZ report. They learned to organize their tasks and put them into a timeline are needed for this project. From that work, they divided the entire project into separate components that needed to be completed for the project to be a success. The group and the interns came up with nine components for the timeline. Each of the components has steps and time periods provided by the group. The components include: clean-up phase, marketing phase one, finance phase, exterior design phase one, construction phase, exterior/interior design phase two, business phase and marketing phase two.

STRATEGIC IMPLEMENTATION PLAN

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First Meeting
The first meeting with the organization was on May 18, 2017. The Rising Star interns met with Mary, who is the president of the Waking Miss Winifred group, and two other group members. Mary introduced herself and explained her expectation for the Rising Star interns. The Rising Star interns received some valuable information about the Historic Winifred hotel. For example, the most relevant information was about the historic register. The Hotel Winifred wants to be on the National Register of Historic Places for the State of Iowa. At the end of the meeting, we set up a time for the next meeting which was May 25, 2017, and every other following Thursday.

Second Meeting
The second meeting was on May 25, 2017. The Waking Miss Winifred group changed the location to the Worth Brewing Company. This time, the interns got the chance to meet with all group members. Mary showed the interns around the Winifred Hotel and mentioned many elements they wanted to keep, such as the cast iron radiators, interior trim and staircases. Mary also explained ideas about their floor plan design. The interns also shared some ideas with Mary.

Third Meeting
The third meeting was on June 1, 2017. At the end of the meeting, both the interns and the group reached a consensus that a timeline would be beneficial and would be a part of the final delivery. A good timeline would help the group know what they need to do for the next step.

Fourth Meeting
The fourth meeting was June 15, 2017. The Rising Star interns showed the group various grants they qualify for. Before the meeting, the interns searched for examples of timelines and checklists. The goal for this session was for the Waking Miss Winifred group to help the interns develop components they should put on the timeline. The interns led a brainstorming session. At the end of the session, the interns and the Waking Miss Winifred group developed 16 categories that composed the timeline.

Fifth Meeting
The fifth meeting was June 29, 2017. In the beginning, the interns provided an estimated cost of the entire project based on a similar project. Then the interns moved on to the next seven components that were discussed with the organization in meeting four. The Waking Miss Winifred group gave the interns an estimated time for each step. The next step for the interns was to work on the timeline deliverable and also finish the strategic implementation plan.
An estimated budget is an important part of any successful project. The first reason is that the estimated budget is what drives the project funding. The second reason is that the estimated budget helps the Waking Miss Winifred group control project costs. For this project, the estimate is 2,000,000 dollars.

To identify an estimated cost, the Rising Star interns looked to similar projects that had been completed in Iowa. The CyBIZ plan contains information about historic hotels in the state of Iowa. After researching the hotels, the interns found that the Hotel Greenfield was an appropriate example closest to the Historic Winifred hotel. The Hotel Greenfield is a good comparison based on the floor plan and size. It is located in Greenfield, Iowa and has three floors with twenty rooms. (CYBIZ LAB TEAM, 2017)

For the breakdown of the budget, interns applied the same percentages that CyBIZ (CYBIZ LAB TEAM, 2017) used for each renovation category as follows:

- Hiring an architect, an interior designer, a project manager and paying for procurement costs will be 10% of the total budget.
- Hiring a professional fundraiser, since the cost may depend on how much money the group raised, was not included in the final budget.
- The construction phase will take 60% of the total budget. Because the constructing phase will cost more than half of the total budget, this phase will require more funding than other phases.
- The cost for marketing will be 10% of total budget.
- Finally, adding a 10% contingency factor would be an excellent choice. This will act as a buffer to unplanned costs.
As decided on with the help of the group, this phase would start around September 1, 2017, with an expected finish time of March 1, 2018.

From discussions between the Waking Miss Winifred group and the Rising Star interns, the organization decided the clean-up phase would be the best place to start the project. There are five steps involving three different consultants in this process: 1) historic preservation consultant; 2) historic property consultant; 3) preservation architect; 4) completing a historic structures report; and 5) recruiting volunteers to help with the cleanup phase.

The first step is to hire a historic preservation consultant. The usual time associated with hiring a historic preservation consultant is three months. Hiring a historic preservation consultant could help improve the quality of the rehabilitation while saving time and money. This step is important to ensuring that historic parts of building are retained during the clean-up. Preserving the historic parts will be very important to applying to the National Register of Historic Places as well as grants available for historic property restoration. The consultant can identify the parts important to the historic integrity and the parts that are not.

The second step is to hire a historic property consultant. There are two types of historic property consultants that may be of help to the project: 1) historic preservation consultants and 2) conservation architects. The Hotel Winifred group is already working with a historic preservation consultant. The “...consultant provides historical research, documentation, plus analysis and recommendations based on their findings.” (Department Of Archaeology and Historic Preservation, 2017).

A third step is to hire a preservation architect. A preservation architect could assist in assuring that the project meets historic guidelines. A preservation architect has a similar function to a preservation consultant. However, the difference between them is the final product. A preservation architect provides further information and offers a different type of assistant during this phase. A preservation architect works to restore a building based on its original appearance and transforms it to serve a new use. “Preservation architects also help plan the efficient use of building space, and can generate drawings of a historic building for use in rehabilitation.” (Department Of Archaeology and Historic Preservation, 2017) A preservation consultant “can help you with historic preservation projects, Section 106 reviews, applications for historical designation, and long term preservation planning projects.”(Department Of Archaeology and Historic Preservation, 2017), which would still require the group to hire a preservation architect to assure that guidelines are being followed.

After planning and clean-up phase, the fourth step is establishing a document called a historic structure report. “A multidisciplinary team of professionals usually creates HSRs and preservation plans, most often under the direction of a historic architect, with demonstrated expertise in historic resources.” (Hawkins, D. M. , 2015). A historic structure report would provide multifaceted information related to the history and condition of the hotel. A well-written historic structure report could also create a strong foundation for the complete rehabilitation. It would be a critical guide for future use.

For example, a historic structure report would assist with restoring or rebuilding door and window frames.
Marketing phase one will take three months to complete. The estimated time is from December 1, 2017, to March 1, 2018.

The first step is to hire a marketing consultant. There are several benefits to hiring a professional marketing consultant: a professional marketing consultant needs experience and excellent skills that could help their customers achieve their marketing goals. The marketing consultant could bring fresh ideas to the project and will also make sure the project is on the right track. The professional marketing consultant will tell you what to dismiss and what to consider. Last but not least, hiring a marketing consultant is efficient for the short-term project which the Hotel Winifred need at this time (BIG FISH MEDIA, 2015).

After hiring the professional marketing consultant, the consultant will work with the Waking Miss Winifred group to understand the current situation and try to come up with as many marketing ideas as possible with the organization. “For your average marketing consultant, fees are most common in the $100-$175 per hour range,” (Herndon, D., 2015). This phase could help to promote the hotel and get the word out. Doing so gets people interested and invested in the project.

Finally, the historic structure report will contain information gathered during the historic research of the property, and will also include some physical work which could be used for future analysis.

The final step for the clean-up phase is recruiting volunteers to help. This action will start around September 1, 2017. All volunteers must follow instructions from the historic structure report to make sure there is no damage done to the Hotel Winifred’s historic features.
The finance phase will last three years, from January 1, 2018, to December 31, 2020.

This phase has two options: a) hire a professional fundraiser to complete fundraising activities, or b) organize volunteers to conduct all parts of the fundraising activities for the group.

If hiring a professional fundraiser is preferred, the cost of hiring one will need to be considered. The cost for a professional fundraiser is often based on how much money is raised for a project. There are some advantages if they hire a professional fundraiser. First, a professional will concentrate on raising support while the group needs to consider different things. Second, a professional fundraiser can help the group to understand what they need, their project due dates and their goal for this project. They will figure out all of the details for successful fundraising and could help the group build a long-term plan. Usually, a professional fundraiser has strong leadership which is required for successful funding. Last but not least, a fundraiser could provide more resources and information that may save a lot of time for the Waking Miss Winifred group (Benefactor, 2013). It is recommended that the Hotel Winifred group consult with a professional fundraiser for more details.

After hiring a professional fundraiser, develop a funding plan, which “is a strategic written document on a grant application that drives the team’s direction and decision-making process over a set period,” (Browning, B. A., 2017). A professional fundraiser could assist the organization in defining fundraising methods and target funders who are good matches. This would include private sources, local public funds, state funds and federal funds. The professional fundraiser will also help the organization find foundations and grants that match the Hotel Winifred’s current situation.

It is also possible for the Hotel Winifred group to skip hiring a professional fundraiser and organize volunteers to conduct all parts of the fundraising activities for the group. However, a funding plan will still need to be developed, and that responsibility would then fall onto the volunteers.

If that is the desired direction, the first step would be to define a goal and deadline for the project. For example, the group would need to estimate the funds needed to finish the whole project. After that, the group would need to know what their funding options are. Options may include friends, family, government grants and websites such as crowdfunding or investment companies. The group would also need to choose a platform, organize a campaign and make a list of friends that could help. Last but not least, the group could share fundraising information online through social media or email. There are also some challenges the group should consider. Sometimes groups find it hard to complete all the work that needs to be done with volunteers. If the group decides to hold a fundraising event, the group would need many volunteers to plan, carry-out and complete such an event.
Based on decisions with the Waking Miss Winifred group, this phase will start from January 1, 2018, and finish around July 1, 2018.

The next step is the exterior design phase one. This has to do with the structure of the building. The preservation architect will help develop a building plan for the hotel based on the historic structure report. At the same time, the group will work with the architect to hire general contractors to complete the construction work.
This period will start from January 1, 2019, and is expected to finish around March 31, 2020. The period will vary based on weather condition.

The construction phase is critical to the hotel. This phase will need a significant amount of funding. Start this phase at the midpoint of the finance period when the organization has raised enough money to support this phase.

The first step in this phase is hiring a professional contractor, which will be done with the help of a preservation architect. There are several steps you need to follow to make sure the contractor is qualified and specialized in your project.

The group needs to verify that the contractor is licensed and insured to work in Iowa. This could make sure to lower the cost if anything happened during construction. Next, the group needs to have someone specialized in the project. In this project, a general contractor may need to work with a preservation architect. The architect needs to know how preservation and rehabilitation work. Sometimes a general contractor may subcontract some of their jobs such as roofing. The preservation architect will be crucial in helping complete this step. Last but not least, the group should look at work samples done by anyone they want to hire, it is important to know the contractor better, about style, craftsmanship, etc (Berendsohn, R., 2015).
The Waking Miss Winifred group and the Rising Star interns determined that this phase will start January 1, 2018, with an expected finish time of September 30, 2020.

The exterior and interior design can be started while working on the construction phase.

The first step requires hiring a landscape architect and interior designer. A landscape architect will help the Winifred Hotel make the yard more sustainable and beautiful. Also, a landscape architect could provide a low maintenance sustainable garden design with good looking plants. For example, the Waking Miss Winifred group envisions a wild rose garden or a small rain garden. This is something a landscape architect could make happen.

An interior designer would help the Waking Miss Winifred group make the interior space more safe, functional and beautiful by using color and lighting. For example, in the Winifred Hotel, an interior designer would help integrate the cast iron radiators into the design theme for each room.
Business Phase

This phase will be from September 1, 2017, and to March 1, 2018.

The next step is the business phase. The group will need to decide if a hotel/café will be run by the group or will be leased to another entity. At the fifth meeting the group was leaning toward leasing the hotel/café space to an entity with previous experience in the hotel industry.

Marketing Phase Two

This phase will last three years which start on January 1, 2020, to November 31, 2023.

The Waking Miss Winifred group and Rising Star interns determined that the marketing phase two would be the final stage and need to start six months before opening.

The CyBIZ plan (CYBIZ LAB TEAM, 2017) recommended that the Hotel Winifred group use the following strategies to market the hotel: hold public events, post on social media, create a brochure, establish a website, post on travel sites, advertise in the newspaper or post on vacation rentals websites such as Airbnb.
References


