

PRE-LOADED COMPANY DATA



TARGET COMPANY: **Midwest Airlines Center**

CALL TEAM INTERVIEWER: **Josh Gimbel**

ADDRESS:	400 W. Wisconsin Avenue
CITY/STATE/ZIP:	Milwaukee, WI 53203-2104
COUNTY:	Milwaukee
EXECUTIVE CONTACT:	Mr. Richard Geyer
TITLE:	President
PHONE:	(414) 908-6000
SIC CODE:	7929
SIC DESCRIPTION:	Entertainment service
FACILITY SQ. FOOTAGE:	1,000,000
EMPLOYMENT RANGE:	100 to 249
OWN/LEASE:	Owns
HQ/BRANCH:	Headquarters
SALES RANGE:	\$5 Million to \$10 Million

PRE-MEETING QUESTIONNAIRE



Company name: Midwest Airlines Center Date: _____
Survey completed by: _____
Downtown BID volunteer: Josh Gimbel

Instructions: Thank you for agreeing to meet with a representative of Downtown BID #21 to help us learn more about the challenges you face running a company (or non-profit organization) downtown. The information you provide will remain confidential (see attached Confidentiality Policy).

Please complete this questionnaire prior to the in-person interview and return it to our representative at the time of the interview.

Note: The term "region" is defined as the seven counties that comprise the Milwaukee 7: Kenosha, Milwaukee, Ozaukee, Racine, Waukesha, Washington and Walworth.

1. Does the downtown site serve as the company's (or non-profit organization's) headquarters?

Yes No

2. If no (Question #1), what is the name of the parent company and where is it located?

Name: _____

Location: _____

3. Where are your company's operations located (choose one)?

- All company operations are housed downtown
- The company has additional operations located inside the 7-county region
- The company has additional operations located outside the region
- The company has additional operations located inside **AND** outside the region

4. What is total employment (full-time equivalent) for your company?

Downtown: _____

Region (7-county, including Downtown): _____

Wisconsin (including Region): _____

U.S. (including Wisconsin): _____

Worldwide (including U.S.): _____

5. Please indicate the portion of your downtown workforce in each of the following job classifications **AND** the average hourly wage (minus benefits) for employees in each classification:

	<u>% of workforce</u>	<u>Avg. hourly wage</u>
Technical (engineers, IT, etc.)	%	\$
Professional (lawyers, analysts, specialists, other experts)	%	\$
Managerial and supervisory	%	\$
Marketing/sales	%	\$
Clerical and administrative support	%	\$
Skilled workers (trades)	%	\$
Unskilled workers	%	\$
100 %		

6. Please characterize the change in employment at your downtown site in the last 12 months:

- Significantly increased
 Increased
 About the same
 Declined
 Significantly declined

7. Please characterize the expected change in employment at your downtown site for the upcoming 12 months:

- Significantly increasing
 Increasing
 Staying about the same
 Declining
 Significantly declining

8. What percent of your company's workforce do you expect to lose to retirement in the next 3 years? _____%

9. Please indicate the difficulty your company has experienced in the previous 12 months hiring **AND** retaining qualified employees at your downtown site in the following job classifications:

HIRING DIFFICULTY RETAINING DIFFICULTY
 5 = Not at all difficult 5 = Not at all difficult
 1 = Very difficult 1 = Very difficult

Technical (engineers, IT, etc.)		
Professional (lawyers, analysts, specialists, other experts)		
Managerial and supervisory		
Marketing/sales		
Clerical and administrative support		
Skilled workers (trades)		
Unskilled workers		

10. Where do your company's downtown site employees live (i.e., location of personal residence)?

Downtown	_____ %
Elsewhere in the City of Milwaukee	_____ %
Elsewhere in Milwaukee County	_____ %
Waukesha County	_____ %
Ozaukee County	_____ %
Washington County	_____ %
Other	_____ %
Total	100 %

11. Where does the person in-charge of your company's downtown operations live (city name)?

12. Who oversees human resources for your company's downtown operations?

Name: _____

Title: _____

13. What is the age composition of your company's downtown workforce?

Under 18	_____ %
18-24	_____ %
25-39	_____ %
40-59	_____ %
60 or older	_____ %
Total	100 %

14. How do your company's downtown employees get to work?

Drive alone	_____ %
Drive carpool	_____ %
Bus	_____ %
Walk	_____ %
Bike	_____ %
Other	_____ %
Total	100 %

15. What is the gender composition of your company's downtown workforce?

Male	_____ %
Female	_____ %
Total	100 %

16. Please list annual gross revenue for your company. What has been the gross revenue trend over the past three years?

	<u>Gross Revenue</u>	<u>Growing/Declining/Stable</u>
Companywide	\$ _____	_____
Downtown site	\$ _____	_____

17. What percent of gross revenue from your downtown operation is generated by customers located within the region?

- 1 – 9%
- 10 – 25%
- 26 – 50%
- 51 – 75%
- 76 – 100%

18. With regard to the location of your company’s suppliers, please indicate the portion of total supplier expenditure directed to firms in the following locales (if your company has operations located outside of downtown, please limit your response to only those suppliers that provide goods or services for your downtown operation):

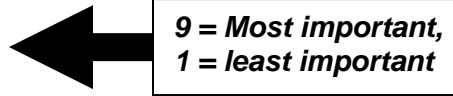
Downtown	_____ %
Region (7-county, excluding downtown)	_____ %
Wisconsin (excluding region)	_____ %
U.S. (excluding all of Wisconsin)	_____ %
International (excluding U.S.)	_____ %
Total	100 %

19. Please rate the following aspects of the downtown business climate **AND** rate the importance of each factor:

	RATING (5 = Excellent, 1 = Poor)	IMPORTANCE (5 = Very important, 1 = Not important)
Police/fire protection & responsiveness		
Graffiti removal/vandalism control		
Special assessments, taxes, fees		
Commercial lease rates		
Commercial space availability		
Inebriate, transient, vagrant control		
Cleanliness		
Visual attractiveness of downtown		
Public transportation		
Parking access		
Parking expense		
Pedestrian access		
Nightlife/entertainment		
Retail variety		
Restaurant selection		
Access to green space		
Arts and cultural amenities		
Housing		
Sporting events/festivals		
Downtown atmosphere		
Feeling of safety		

20. Why is your business located downtown (rank each of the following factors from most to least important)?

- _____ Access to customers
- _____ Access to qualified workforce
- _____ Prestige
- _____ Historical link to downtown
- _____ Cost competitiveness
- _____ Access to transportation
- _____ Available space
- _____ Downtown vibrancy
- _____ Proximity to competitors



21. Status of downtown physical facility:

- Owned Leased (expiration ____/____/____ (mm/dd/yyyy))

22. Is there room for physical expansion of your business at this site?

- Yes No

MANDATORY QUESTIONS



Company name: Midwest Airlines Center Date: _____
Interviewee: _____
Downtown BID volunteer: Josh Gimbel

Instructions for interviewers: The following questions should be asked of the company's (or non-profit organization's) chief executive during the in-person meeting.

COMPANY INFORMATION

1. What are your company's (or non-profit organization's) competitive advantages? _____

2. What are the top three business challenges facing your company?
 - a. _____

 - b. _____

 - c. _____

3. How is being located downtown *advantageous* for your company? _____

4. How is being located downtown *disadvantageous* for your company? _____

5. Are you expecting significant growth in downtown operations in any of the following areas during the next 12 months (check all that apply)?
 - Employment
 - Capital (equipment) expenditure
 - Physical space
 - No significant growth expected in any of these areas

6. Company information notes: _____

LOCAL WORKFORCE

7. Please describe the three most positive attributes of the local workforce:
a. _____
_____ b. _____
_____ c. _____

8. Please describe the three most critical shortcomings of the local workforce:
a. _____
_____ b. _____
_____ c. _____

9. What are the most significant workforce challenges your company will face in the next three years? _____

10. How does being located downtown affect your employee recruitment and retention efforts?

11. Workforce notes: _____

SALES

Note: For non-profit organizations, please phrase the questions in this section in terms of fiscal health, not profitability.

12. Compared to three years ago, please describe the current profitability of your company?

- Significantly more profitable
- More profitable
- About the same
- Less profitable
- Significantly less profitable

13. Please forecast the profitability of your company in three years:

- Significantly more profitable than today
- More profitable than today
- About the same as today
- Less profitable than today
- Significantly less profitable than today

14. How does being located downtown positively impact your profitability? _____

15. How does being located downtown negatively impact your profitability? _____

16. Sales notes: _____

BUSINESS CLIMATE

17. Please rate the overall downtown business climate (5 = Excellent, 1 = Poor): _____

18. Please compare the downtown business climate today versus three years ago:

- Much better today
- Better today
- No change
- Worse today
- Much worse today

19. Please forecast the condition of the downtown business climate three years from today:

- Much better than today
- Better than today
- No change
- Worse than today
- Much worse than today

20. The Downtown BID wishes to continually improve downtown as a place to do business. If you were in our shoes, what is the first action you would take to spur improvement? _____

21. Business climate notes: _____

FOLLOW-UP

The purpose of Question #22 is to determine if City of Milwaukee or BID officials should contact the company to address any pressing issues (e.g., municipal service delivery, relocation) identified during the interview.

22. Would you like for a local government or Downtown BID #21 official to follow-up with you via phone to further discuss issues that surfaced during this interview and to identify resources for assisting?

Yes No

ASSESSMENT (to be completed by the interviewer)

23. Please rate local management's affinity to the downtown (5 = Excellent, 1 = Poor): _____

24. Please rate the risk of this site closing in the next 3 years (5 = Very high, 1 = Very low):

25. Please rate the risk of this site downsizing in the next 3 years (5 = Very high, 1 = Very low):

26. Assessment notes: _____

