

# Strategic Staffing Model

Organizational structure, role responsibilities, and approval framework

**P&P Committee recommendation**

Advance a four-position phase-one structure: Executive Director (ED); Director of Strategy & Advancement (DSA); Marketing Manager; and Digital Content Manager. The DSA reports to the ED. Do not refill the standalone Communications & Outreach Manager (COM) position in phase one once an approved coverage plan is in place. Future Communications Manager and Director of Sports Tourism roles remain subject to separate need, funding, and Board approval.

This model supports a leaner structure with one Board-reporting Executive Director, a DSA reporting to the ED, a single marketing reporting chain, and stronger chamber partnerships.

**Key aspects of the proposal**

| Area                       | Direction                                                                                                                                                                                          |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leadership                 | The ED reports to and is evaluated by the Board. The DSA reports to and is evaluated by the ED within the Board-approved structure and compensation parameters.                                    |
| Executive responsibilities | ED retains vision, feasibility, sustainability, financial stewardship, and government relations. DSA leads internal operations, marketing coordination, advancement/outreach, and team leadership. |
| Staffing chain             | DSA supervises Marketing and, if later authorized, the future Communications Manager; Marketing supervises Digital. The standalone COM is not refilled in phase one.                               |
| Chamber relationships      | Chambers connect with both leadership roles as partner organizations. DSA is the primary operational/chamber liaison; this is not a new SDT payroll position.                                      |
| Future capacity            | Director of Sports Tourism remains a future role reporting to the ED; Communications Manager remains a future role reporting to the DSA. Both are outside phase-one staffing and costs.            |
| Compensation and policy    | Approve the structural direction first. Complete a separate compensation/benefits review, funding reconciliation, and authority review before offers or implementation.                            |

**Board action requested**

The P&P Committee recommends Board approval of the proposed structure and responsibility assignments; authorization to finalize DSA recruitment materials, continuity planning and a reconciled four-position budget. Final compensation/benefits, hiring process details, new spending, and activation of future Communications or Sports Tourism positions remain subject to separate Board approval.

1 | PROPOSED ORGANIZATIONAL STRUCTURE

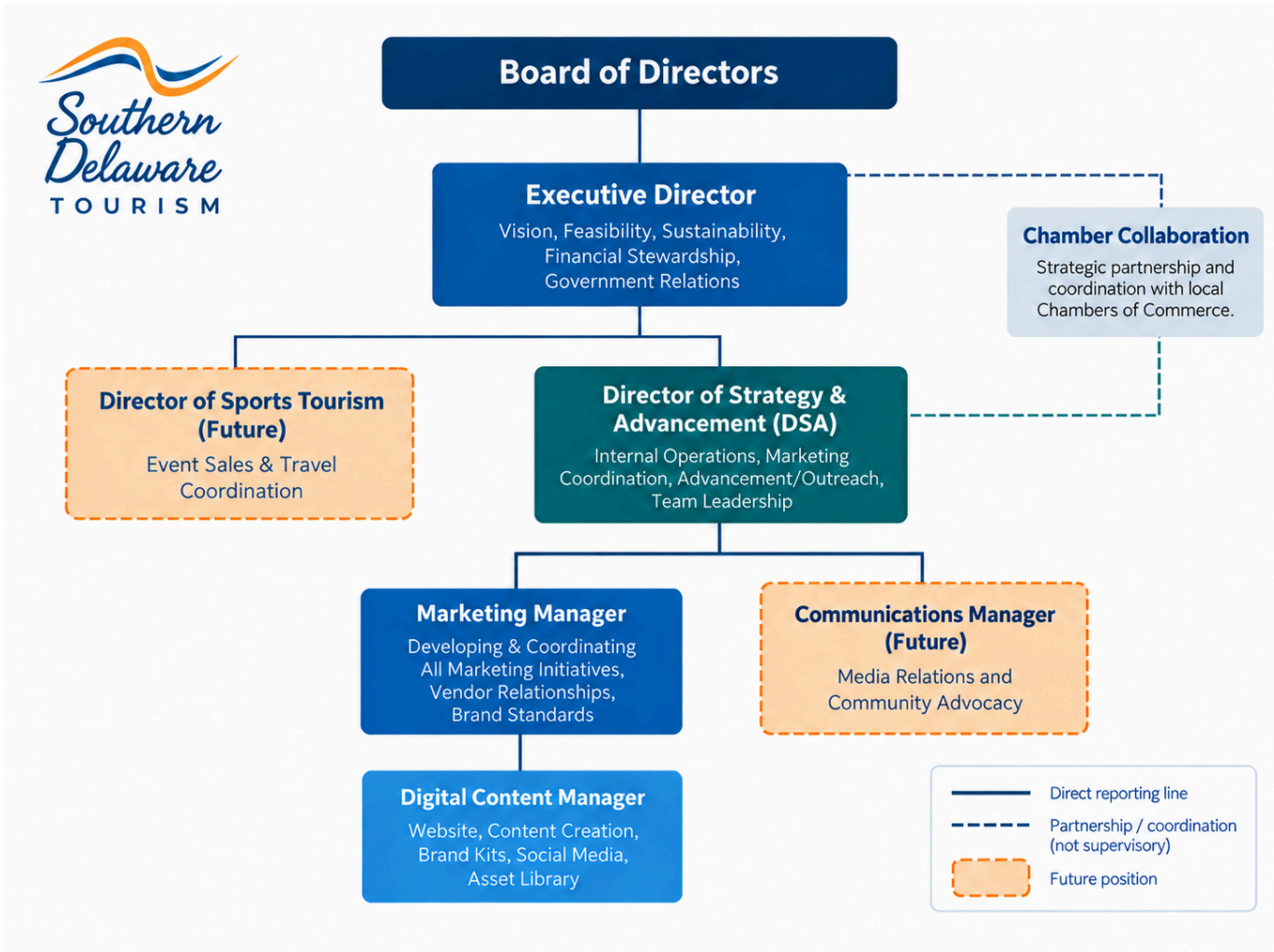


Chart Notes: Solid lines represent direct reporting relationships; dashed lines represent partnership/coordination relationships. The Executive Director reports to the Board and oversees the DSA and future Sports Tourism position. The DSA leads internal operations and supervises Marketing and the future Communications Manager; Marketing supervises Digital Content. Chamber Collaboration represents partnership rather than supervision. Orange boxes indicate future positions subject to separate need and funding.

## 2 | Role mandates and executive boundaries

### Executive Director | Destination and financial leadership

**Vision, feasibility, sustainability, financial stewardship, and government relations.** Lead destination vision, major tourism initiatives, feasibility, and long-term sustainability. Retain primary financial responsibility, working with JUDS and Board on budgets, cash, allocations, financial reporting, and funding relationships. Lead government relations and serve as the principal organizational spokesperson.

Engage chambers on infrastructure and major regional opportunities, including next steps for the heritage-certification initiative. The future Sports Tourism role would report to the ED. The ED directly supervises the DSA while routine marketing and digital work continues through the DSA-led operational chain.

### Director of Strategy & Advancement | Operations and coordinated delivery

**Internal operations, marketing coordination, advancement/outreach, and team leadership.** Translate Board-approved strategy and ED direction into work plans, staff priorities, and measurable delivery. Lead chamber coordination, integrated marketing oversight, and day-to-day operational accountability. Connect state tourism opportunities, audience trends, and research to local campaigns and chamber needs.

Supervise the Marketing Manager and, if later authorized, the future Communications Manager; maintain the operational project/contract register and consolidated performance dashboard; coordinate media familiarization (FAM) tour coverage and partner workflows during phase one. Provide costed work plans and spending information to the ED, while the ED remains the financial lead. Until a future Communications Manager is added, the DSA ensures media-relations and community-advocacy coverage without becoming the routine producer of every asset.

#### Operational Goals

Primary financial stewardship and the organization-wide budget/forecast remain with the ED. The DSA owns operational planning, delivery, and performance and reports to the ED. The ED remains directly accountable to the Board.

### Delivery roles and partners

| Role                                 | Mandate and boundary                                                                                                                                                                                                                               |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Marketing Manager                    | Develop and coordinate all marketing initiatives; own audiences, media mix, campaign budgets, brand standards, vendor relationships, and quality review. Supervise Digital Content and define the campaign/kit brief; Digital produces the assets. |
| Digital Content Manager              | Own website publishing, content creation, and brand-kit production, including agreed writing, visual assets, social/email execution, and the shared asset library. Report to Marketing; PR-writing proficiency and workload must be assessed.      |
| Communications Manager<br>Future     | Media relations and community advocacy under the DSA. Own journalist/media relationships, PR coordination, community-facing communications and related FAM support once separately authorized and funded.                                          |
| Director of Sports Tourism<br>Future | Event sales and travel coordination under the ED. Potential cross-region lodging/event packages and transport coordination require a later business case, scope, and funding decision.                                                             |
| Chamber partners                     | Retain their own leadership, event operations, member relationships, and brands. Work with ED on destination needs and DSA on marketing/outreach, shared content, event reporting, and accepted FAM logistics.                                     |

### 3 | Responsibility and decision-rights matrix

**Governance, finance, and people.** Each output has one accountable owner. Board approval remains a separate reserved decision. These assignments become effective only after the Board adopts the structure and written delegations.

| Decision or output                                                                      | Owner | Execution and authority boundary                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adopt strategy, total budget, compensation parameters, and staffing authorization       | Board | Board approves strategy, total budget, staffing authorization and compensation parameters, and appoints/evaluates the ED. ED leads the DSA hiring process within the approved structure and recommends employment action under the Board-approved process.      |
| Destination vision, feasibility, and major development priorities                       | ED    | Engage government, funders, and chambers. DSA supplies operational implications and coordinates delivery after approval.                                                                                                                                        |
| Organization-wide budget, cash forecast, and financial report                           | ED    | Accountant prepares underlying records; DSA and Marketing submit costed work plans and variance explanations. Board approves the budget; Treasurer/authorized reviewers provide oversight.                                                                      |
| Accounting, payroll, and reconciliations                                                | JUDS  | ED oversees the finance relationship. Separate preparation, payment authorization, and reconciliation review under a documented control process. No executive approves their own expenses.                                                                      |
| Chamber allocation policy, awards, and material changes                                 | Board | ED leads financial analysis and approves disbursement oversight. DSA gathers program evidence and coordinates applications/reporting. The staffing model does not change the allocation formula.                                                                |
| Annual operating plan and staff priorities                                              | DSA   | Translates Board-approved strategy and ED direction into owners, milestones, and resources. ED supplies destination and financial priorities; Marketing specifies delivery capacity.                                                                            |
| Program records, contracts, and procurement coordination                                | DSA   | Maintain operational records, renewal dates, and delivery requirements. Marketing manages vendor performance; ED handles financial commitments within delegated limits. Material exceptions go to the Board.                                                    |
| Hire, supervise, and evaluate Marketing and future Communications; assess team capacity | DSA   | Operate within approved headcount and compensation authority. Marketing supervises/evaluates Digital. Future Communications, if authorized, reports directly to DSA. Assess capabilities before recommending training, recruitment, or other personnel changes. |
| Hire, supervise and evaluate DSA                                                        | ED    | ED leads the approved hiring process, provides day-to-day direction and performance evaluation, and manages the DSA within Board-authorized policy, headcount and compensation parameters.                                                                      |

#### Executive operating alignment

Retain a weekly ED-DSA operating discussion and a monthly leadership alignment meeting with chamber participation to be confirmed. Use one work plan and one consolidated Board package: ED owns the final financial/destination section; DSA prepares the operational, marketing and outreach section for ED review.

Routine work flows from ED to DSA to Marketing to Digital, with future Communications reporting to DSA if authorized. Establish spending thresholds, emergency/absence coverage and escalation. Material policy, budget or structural issues beyond delegated authority go to the Board.

## 4 | Responsibility matrix: delivery and partners

**Marketing, communications, and chamber services.** The standalone COM is not part of phase one; a future Communications Manager may be added if need and funding are demonstrated. Shared execution does not remove the need for a named SDT lead or transfer authority over chamber employees.

| Decision or output                                           | Owner         | Execution and authority boundary                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Marketing/outreach priorities and state-tourism coordination | DSA           | Use destination priorities, audience trends, and research to set direction. Coordinate with the Delaware Tourism Office and chambers; ED retains government/funding relationships.                                                                                                    |
| Integrated campaigns, media mix, and vendor deliverables     | Marketing     | Develop briefs, audiences, channel mix, schedules, and approved campaign budgets. Coordinate vendors and chamber marketing contacts; DSA resolves cross-program priorities and capacity issues.                                                                                       |
| Website, content, brand kits, and asset library              | Digital       | Produce/publish agreed content, event landing pages, templates, photos/video and email/social assets. Marketing approves campaign/brand alignment. Respect existing chamber brands and agreed asset permissions.                                                                      |
| Media inquiries, earned-media relationships, and PR strategy | DSA (Phase 1) | Ensure intake, pitching priorities, journalist relationships, and interview coordination during phase one. A future Communications Manager would assume day-to-day media relations and community advocacy under DSA supervision once authorized and funded.                           |
| FAM qualification, coverage, and outcomes                    | DSA           | Approve purpose and scope; assign a named logistics lead for each visit. Participating chambers confirm local arrangements they accept; staff or approved support cover the remainder. Future Communications may assume media/FAM coordination under DSA supervision once authorized. |
| Chamber intake, service plan and partner reporting           | DSA           | Maintain a shared calendar and contact/project record. Chambers identify needs, supply accurate details, and reports agreed results; Marketing coordinates campaign execution.                                                                                                        |
| Production of press releases, stories and newsletters        | Marketing     | Assign writing/editing to qualified Digital, Marketing or approved support. DSA sets phase-one media positioning; future Communications assumes PR/media copy coordination when authorized. ED approves executive statements. Avoid two editorial calendars.                          |
| Consolidated operational and marketing Board dashboard       | DSA           | Digital supplies channel data; Marketing interprets campaign results; chambers supply agreed event/partner data. ED supplies the financial and destination-development sections.                                                                                                      |
| Public-facing crisis response                                | ED            | ED leads official statements and destination response. DSA coordinates staffing and partner communications; future Communications supports media execution if authorized, while Marketing/Digital distribute approved information.                                                    |
| Future event sales and travel coordination                   | Future Sports | Report to ED once separately authorized. DSA/Marketing integrate promotion and chamber coordination. Do not assign current capacity or funding to an unfilled future role.                                                                                                            |

### Define the handoff, not another approval layer

The DSA sets operational direction and handles executive-level partner work. During phase one, the DSA also ensures media-relations coverage; if later authorized, the Communications Manager assumes day-to-day media relations and community advocacy under DSA supervision. Marketing owns campaign development and day-to-day vendor coordination. Digital builds and publishes agreed assets. Routine creative work does not require ED approval unless it involves sensitive statements, material financial commitments, or policy.

## 5 | Communications transition and continuity of service

The former COM description assigns media response, PR writing, partner outreach, FAM planning/hosting and organizational communications. Phase one redistributes those services across the DSA, Marketing and Digital; a future Communications Manager may later consolidate media relations and community advocacy if need and funding are demonstrated. Each service must have a working owner, backup and capacity plan.

| Former COM responsibility                                | Phase-one coverage and future handoff                                                                                                                                                                                                                                               |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual PR strategy and earned-media relationships        | DSA owns phase-one strategy, pitching priorities and journalist contact. Marketing is the proposed backup subject to a skills check. If authorized, the future Communications Manager becomes the day-to-day owner of media relations and community advocacy under DSA supervision. |
| Press releases, features, newsletters and itinerary copy | Marketing assigns production and editing; Digital produces agreed owned-channel content. DSA provides media direction in phase one; future Communications assumes PR/media writing coordination when authorized.                                                                    |
| Partner and community outreach                           | DSA owns the chamber/partner contact plan and operational intake. Future Communications supports community advocacy; ED retains destination/government relationships; accepted chamber support supplements, not replaces, SDT accountability.                                       |
| FAM itineraries, reservations, hosting and follow-up     | DSA qualifies the opportunity and assigns the delivery lead in phase one. Chambers, staff or approved support handle accepted logistics. Future Communications may assume media/FAM coordination if authorized.                                                                     |
| Reports, presentations and organizational communications | DSA consolidates operational reporting; ED provides financial/destination reporting. Marketing and Digital supply their results and content.                                                                                                                                        |
| Events, travel, after-hours and surge coverage           | Approve a shared coverage schedule, escalation path and backup resource. Preserve existing commitments during the vacancy; neither future Sports nor future Communications capacity is a current fallback until separately authorized and funded.                                   |

### FAM operating model to test

- 1. Qualify and assign.** DSA logs the request, confirms editorial purpose and proposed itinerary, establishes budget/approval needs, and notifies the relevant chamber. Identify one logistics lead and backup for each accepted visit.
- 2. Coordinate with visibility.** The chamber confirms the arrangements it can take on; staff or approved support cover gaps. Maintain a shared itinerary, partner confirmations and contact record. Explore writer-led itinerary selection through a customer relationship management (CRM) or booking tool only after testing cost, workflow, permissions, and host capacity.
- 3. Close and evaluate.** Record hosting costs, staff/chamber time, resulting coverage, and follow-up. Judge the pilot on response, delivery, and outcomes; do not treat software or chamber collaboration as proven workload savings before testing.

#### Condition for phase-one communications model

Confirm media-response coverage, the upcoming FAM calendar, PR-writing capability and chamber commitments. If workload, service quality or community-advocacy needs exceed phase-one capacity, the future Communications Manager may be activated subject to demonstrated need, funding and Board authorization. Any temporary support requires a defined scope and approved spending authority.

## 6 | Chamber partnership and coordinated marketing

The proposed service model connects SDT's countywide marketing capacity to chamber knowledge, brands, and relationships. It is intended to improve coordinated reach, content quality, and local participation, particularly where chambers have limited marketing capacity. These are objectives to test, not established savings or performance results.

### Leadership and chamber connections; one delivery process

| Connection                          | Purpose                                                                                                                                                                                                                                                                    |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ED and chamber leadership           | Vision, feasibility, sustainability, infrastructure, and government-related destination needs; financial context for approved tourism initiatives.                                                                                                                         |
| DSA and chamber leadership          | Primary operational liaison: event/campaign priorities, phase-one PR and FAM coordination, shared calendars, marketing support requests, and agreed reporting. A future Communications Manager would support media relations and community advocacy under DSA supervision. |
| Marketing/Digital and chamber teams | Execute agreed campaign briefs, share content and brand kits, coordinate landing pages and distribution, and avoid duplicated production. Chamber staff remain under chamber supervision.                                                                                  |

### Service package to Establish in the first 90 days

**One event and campaign calendar.** Collect chamber priorities, dates, target audiences, existing assets and capacity needs. DSA prioritizes the queue; Marketing builds briefs and the media mix; Digital creates or adapts assets and publishes landing pages. Return a clear distribution plan and results to each participating chamber.

**Shared brand kits and content.** Marketing defines messaging, audience, and channel requirements; Digital produces templates, copy, photography/video and web assets. Start with existing chamber materials rather than recreating them. Chambers retain their brands; document permissions and usage expectations before sharing content across organizations.

**Coordinated purchasing and production.** Inventory SDT and participating chamber vendors, subscriptions and content spending. Test shared production and purchasing where useful. Separate SDT cash reductions from chamber savings and recovered staff time; none should be booked before commitments and costs are verified.

#### Partner agreement before implementation

Confirm which services each chamber can provide, response expectations, content access and reporting responsibilities. The proposed model does not assume that every chamber has the same staffing, resources or willingness to take on additional work.