

ORGANIZATIONAL STRUCTURE REVIEW

EVALUATION FINDINGS AND PRELIMINARY
RECOMMENDATIONS

CITY OF KENNETT, MISSOURI

October 19, 2007



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I N I T I A T I V E

ACKNOWLEDGMENTS



DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR
MISSOURI (DREAM) PROGRAM SPONSORS:



PLANNING CONSULTANT



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SECTION I

INTRODUCTION

All cities are unique in terms of their physical assets, community resources, history, and sense of place. Many cities, however, have shared one characteristic over the last fifty years. That characteristic is the decline of downtown. The decline of downtowns and central business districts has been a problem for economic developers, governments, and citizens from small rural communities to large metropolitan regions alike. The consequence of a declining downtown is a negative effect on the remainder of the city and region. A community's overall health is greatly influenced by the viability of its downtown. From a societal standpoint, downtown embodies the heritage of the community and affords it a sense of identity. A Downtown Revitalization Program encourages a dynamic downtown which features unique retail opportunities, tourist attractions, employment possibilities, and recreational outlets to residents and visitors. Downtown revitalization can benefit cities by improving their economic base, fiscal condition, and well being of residents.

Downtown revitalization is a community process that requires local champions willing to invest time and effort to make the program work. A successful Downtown Revitalization Program requires concerted planning and strategic implementation by many organizations, including a City government dedicated to downtown improvements and active downtown organizations with broad community-wide support. The Downtown Revitalization Program involves coordinating a complex but interrelated series of events, relying heavily on the cooperation of various community groups.

Successful revitalization will depend on a variety of components including:

- Committed, sustainable leadership
- Broad based participation
- A shared vision of the future
- Realistic goals and plan of action
- Effective communication
- Management of implementation
- Recognition of efforts
- Use of outside resources

To ultimately achieve the goal of a successfully revitalized downtown, it is important to assess the existing downtown organization, revitalization efforts, the downtown business community, and the community at-large. This examination begins the process of organizational structure review. Upon analysis, it may be determined that the existing organizational structure is quite adequate to continue the revitalization effort, that the organization will benefit from some minor or limited adjustments, or that some significant changes are required. In any event, during the evaluation of an existing organization or committee, the decision must be made whether or not it is still relevant and can effectively complete downtown revitalization responsibilities. A critical analysis should be made as to the need for encouraging the sustainability of existing organizations that are effectively carrying out

the Downtown Revitalization Program, revamping an existing organization to achieve the objectives of the Downtown Revitalization Program, or establishing new organizations (sometimes replacing an ineffective existing organization) to complete the Downtown Revitalization Program.

The preferred action is to encourage and sustain an organization that is effectively meeting, or can achieve with additional resources, the Downtown Revitalization Program objectives. In many instances, organizational change may be necessary to meet the evolving roles and responsibilities of an existing organization in response to the progression of revitalization activities in the downtown. In these cases, organizational change is made to “build organizational capacity”. The “capacity” of an organization may include its financial resources, personnel or staffing, volunteer activity, mission, and Board leadership. The fulcrum necessary to leverage the organization’s capacity is strengthened by a clearly defined mission and strategic plan to guide its limited resources.

Frequently, setting up new organizations and committees is a better option than revamping an ineffective, existing organization. A new group may be able to undertake new responsibilities and accomplish new objectives that an existing group with an established agenda cannot. The community can set up a new board with broad based support, a clearly defined and independent mission, new goals, and an infusion of fresh spirit of change into the revitalization efforts. A new group can combine all the principles of a successful revitalization organization into one working unit. However, setting up a new organization(s) requires additional resources and must be organized carefully or it may only be seen as an extension of previous failed efforts or ineffective organizations. Many Downtown Revitalization Programs will have the advantage of building upon previous successes as a result of past and current efforts, particularly Main Street.

SECTION II

EXISTING ORGANIZATIONS AND REVITALIZATION EFFORTS

A prerequisite of DREAM Program selection requires that a city demonstrate broad community-wide support for the revitalization of downtown. Kennett has mobilized a revitalization effort of a programmatic nature, responding to opportunities as they arise. In 2003 the opportunity to partner with Kennett native-turned-Rock Star Sheryl Crow spurred the need to form the Kennett Community Development Corporation as a spin-off from the Kennett Chamber of Commerce to manage the development of an aquatic center project. These groups along with Kennett City officials and staff solicited input through visioning sessions conducted with State assistance, meetings among stakeholders, and a survey to which 80% of downtown property and business owners responded.

The plan that was developed from this process focused on the end goal of the aquatic center, but this document can provide great insight into future goals and serve as a springboard for follow-up projects. The plan discusses lighting, landscaping, parking, and transportation improvements, but offers little as an ongoing visioning document. The name of the plan, "Destination Kennett" suggests the desire for tourism, business, and residential attraction. In the notes produced from the visioning sessions sponsored by the Missouri Department of Development residents and businesses have described a future downtown as a colorful destination with specialty retail, professional offices, and loft apartments.

The Kennett Chamber of Commerce is the lead organization benefiting the downtown and has demonstrated its abilities by forming the Kennett Community Development Corporation (KCDC). The Chamber also partners with the City in activities such as a website, tourism marketing, The Kennett Image Committee, and a downtown Façade program. The City also provides typical policy and municipal functions, but there are few design guidelines in effect.

The City and Dunklin County are key property owners within the downtown revitalization area. The potential for secondary support seems highest in the private sector. Businesses and property owners have shown their support through contact, funding, and input with the Chamber of Commerce. Most of the property in the square, the heart of downtown, is privately owned.

The following is a description of the organizations impacting Downtown and their current role in supporting the Downtown Revitalization Program. The DREAM Initiative discussed the function of the existing organizational structure with representatives of the Kennett Chamber of Commerce and the City of Kennett within the context of a "Downtown Organizational Assessment Questionnaire." Additional input from partner organizations was solicited by PGAV and the Program Sponsors when necessary. A copy of the "Downtown Organizational Assessment Questionnaire" is located in the **Appendix as Attachment 1**.

The existing organizational structure for downtown has responded to opportunities, but lacked any sustainability for future planning to address the needs of an emerging revitali-

zation in downtown. The organizations that have taken the lead in the past are not specifically downtown oriented but have successfully located the aquatic center and obtained DREAM designation downtown. To be discussed in Section IV, there is a definite need to create sustainable leadership specific to downtown while maintaining a proper relationship with the organizations that have been successful, and accepted by the community in the past. In addition, any recommendations for the existing organizations need to be sensitive to the fact that they have other parts of the community or other members to serve.

A. Kennett Chamber of Commerce (Chamber)

The Kennett Chamber of Commerce is a non-profit 501 (C)6 business membership organization formed for the purpose of advancing the commercial, industrial, civic and general interest of the City of Kennett and surrounding territory. The Chamber is governed by a board of 15 members who serve three year, staggered terms so that 1/3 of the Board terms expire in a given year. Funding for the Chamber comes from membership dues, events, and contributions. The Chamber has responded and played a role in some downtown needs and projects, but does not have a specific focus on downtown. It is unlikely that the Chamber can develop a downtown focus without criticism from the rest of its membership. The Chamber has also been contracted to provide tourism marketing with City lodging tax funds and accomplishes this function through close ties with the Kennett Image Committee.

B. Kennett Community Development Corporation (KCDC)

The KCDC is a non-profit corporation 501(C)3 for which the Chamber staff serves as volunteer staff and the Chamber Board as the volunteer Board. The KCDC Board consists of 5 members serving three year terms. The corporation was formed in 2001 with a mission to promote economic development. Once again though, the KCDC does not have a downtown focus. As a response to interest from Sheryl Crow in the aquatic center project, KCDC formed a pool committee and KCDC served as a sub-applicant for grants. KCDC was the lead fundraising entity and the project was constructed with the KCDC having obtained grants totaling \$650,000 and raising funds of about \$179,000. A private property owner provided land valued at \$311,000 and Sheryl Crow provided \$400,000. The Sheryl Crow Aquatic Center (SCAC) opened on May 28, 2005. The KCDC also formed a downtown committee to assist in the application process for the DREAM initiative. Funding for the corporation is through project specific donations.

C. City of Kennett ("City")

The City has an important role to play in all aspects of revitalization, but particularly: building code enforcement; solving zoning conflicts; and financial assistance. Typically a City will also implement sign, building, and streetscape design standards, but these standards need to be strengthened to benefit downtown Kennett. The City has historically provided a policy framework in regard to grant funding and the DREAM application on

behalf of the Downtown Area. The City has approved “Destination Kennett!” a downtown plan focused on the SCAC but the existing City Master Plan is antiquated. The current administration is working with the planning commission to develop a new Master Plan. The City has implemented a sales tax for capital improvements that could be utilized downtown, but this incentive is currently being focused on the City-owned industrial park and likely will remain so until the park reaches stabilization. A ¼% sales tax to help establish a Revolving Loan Fund focused on improvement of downtown properties was attempted, but failed to pass. City Light, Gas, and Water (CLGW) is the municipal utility company and has an important role to play in assisting small businesses. The City also operates the SCAC through its parks department and works in consort with the Chamber to provide tourism marketing through the Kennett Image Committee.

D. Dunklin County Commission (“County”)

The County has provided funding and political support to projects undertaken for downtown Kennett and owns key properties and cultural resources in the Revitalization Area such as the Dunklin County Courthouse, Dunklin County Museum, and Dunklin County Library.

SECTION III

ELEMENTS OF SUCCESSFUL ORGANIZATIONS AND REVITALIZATION EFFORTS

Downtown revitalization occurs with numerous entities that band together to reach a common goal. Each of the participating organizations, however, may have a different reason for being involved and fulfill a different purpose. Additionally, each Downtown organization will be uniquely developed to address the particular needs of a community. However, there are common elements among the techniques and services offered by the various Downtown organizations that are useful to note including: Leadership; Funding; Strategic Planning; Project Planning and Facilitation; Business Attraction, Retention, and Expansion; Downtown Advocacy; Development Body; District Marketing; Special Events Planning; Retail Promotions; Downtown Beautification; and Safety and Security.

A. Leadership

Invariably leadership is included as one of the most important components of every successful downtown organization. Leaders have a vested interest and are the champions and defenders of downtown. They must be able to build grassroots community support and form effective public/private partnerships. Leaders are charged with informing and educating the public, as well as bringing focus and vision to the organization and Downtown Revitalization Program. Enthusiastic Leadership for the Downtown Revitalization Program must also allow for transitioning from individual to individual so momentum can be sustained.

B. Management Characteristics

There are different approaches to successful management practices of downtown organizations. Management styles can vary greatly and it is important to match the management style to the particular needs of the downtown organization or revitalization effort. Important skills of successful managers include: speaking effectively to audiences; financial analysis and budgeting; project planning and oversight; situation and political analysis; and bargaining and negotiating expertise. Management approaches can range from being mainly an administrator who makes budgets, hires employees, and enters into contracts to an entrepreneurial approach which emphasizes new service delivery, program design, and developing new sources of revenue.

C. Board Attributes

Boards and committees should be made up of leaders with a unified enthusiasm for the revitalization of downtown. However, this does not suggest the board should be made up of all similar-minded people. It is important that the board represent diverse points of view from the community. The board should encourage discussions and debate differences to strengthen the ultimate decision and resulting outcomes. Additionally, the board should develop goals and clearly identify those responsible for completing them. While there are no set guidelines for the size and make-up of boards, it is recommended that

boards be limited in size to 7-9 members. Potential members should be recruited from, but are not necessarily limited to: local banks; chambers of commerce; City government; downtown businesses; downtown stakeholders; downtown residents; and historic societies and preservation organizations. Board members for all of the downtown organizations should have a similar make-up in order to ensure continuity in leadership and decision-making across the different organizations.

D. Forming Partnerships

Nearly all successful Downtown Revitalization Programs typically include 3-5 separate organizations that have different purposes and provide different services. It is not as important which organizations handle which services, but that the services are delivered effectively. However, certain types of organizations are structured or chartered to deliver certain types of services or perform certain functions more effectively than others. Healthy partnerships are crucial to starting the revitalization process and building the critical mass needed to spur the cycle of sustainable development.

E. Community Involvement

The organization must ensure that citizens and businesses, particularly residents of surrounding neighborhoods have continuous opportunities for input and involvement. Large community events and celebrations are often located in downtown, and are very important to fostering an overall sense of community. Involving the community in the Downtown Revitalization Program will also help to foster that sense of community.

F. Funding

In addition to leadership, adequate funding is one of the most important components of successful Downtown Revitalization Programs. Downtown Revitalization Programs cannot be sustained without a stable source of money. The amount of money raised can depend on the depth of the programs and services required for revitalization. Large revitalization programs will not only require local resources and fund raising efforts, but may demand outside funding sources as well. A major funding component of all successful downtown revitalization efforts is the local government, particularly at the outset of a Revitalization Program. A number of funding sources will be investigated as the DREAM Initiative moves forward including, but not limited to: Community Improvement District tax levies and assessments; Tax Increment Financing; Transportation Development Districts; and many various state tax incentive and grant programs. Utilizing different funding sources is necessary due to use limitations (i.e. some funding mechanisms may not be used for operation costs, only for programming or services) of different sources, as well as to build a stable and diverse funding structure to ensure sustainability. Different local fundraising activities include: membership donations; fund raising festival; historic or holiday house tours; and in-kind contributions. Outside funding opportunities include: grants; loans; and tax credit programs.

G. Organizational Strategic Planning

Strategic planning is essential for building an organization that will be effective as well as thrive in the future. Successful organizations develop a strong vision and align their resources towards achieving that vision. It is important to establish short-term and long-term goals for the organization. These goals should be specific and measurable and should be reviewed on a regular basis. Strategic planning for the revitalization of downtown will be addressed in greater detail in the Downtown Strategic Plan component of the DREAM Initiative.

H. Project Planning and Facilitation

The organization in charge of downtown revitalization spearheads the many various improvement projects. Successful organizations keep a keen eye on progress by utilizing resources and overcoming obstacles in facilitating the completion of Revitalization Program goals and objectives. Project oversight will be a large component of all downtown revitalization organizations and the success of projects will depend on the organizations' oversight abilities.

I. Business Attraction, Retention and Expansion

Typically, efforts of the organization in charge of this activity first focus on retention and expansion of existing downtown businesses. The organization actively communicates with businesses to help identify needs and resolve problems. Additionally, the organization helps to improve existing business practices through training, marketing assistance, access to capital, etc. More successful organizations are proactive in retention efforts by tracking lease expirations and acting to limit business losses.

Business attraction and new business development is an important component of a Downtown Revitalization Program, usually a component of the local chamber of commerce or a downtown support organization. Successful economic development programs understand the market opportunities and have realistic goals. The programs start with providing the basic needs of formation: capital, real estate, labor, and foster the ease of establishment. Innovation is crucial in these efforts, for example, retail incubators have been used successfully in developing retail businesses where national recruitment efforts have failed. Retail development will be addressed in much more detail in the Retail Market Analysis component of the DREAM Initiative.

J. Residential Development and Neighborhood Revitalization

Development of housing and revitalization of existing neighborhoods is essential to successful Downtown Revitalization Programs. Residents help to provide the demand necessary to support downtown shops and restaurants. Additionally, a vibrant residential component is an integral part of a multifunctional downtown. The vitality of downtowns can be measured by the level of human activity; people on the sidewalks demonstrate a healthy downtown. Housing development will be addressed in much more detail in the Downtown Housing Market Analysis component of the DREAM Initiative.

K. Downtown Advocacy

As a result of downtown decline, most downtown communities, residents, and businesses feel neglected and detached from the city government and larger community. A successful Downtown Revitalization Program will help bridge the gap between the downtown community and the rest of the city, most importantly the city government. An influential downtown organization can effectively address its constituent's needs and provide one voice for their concerns and issues.

L. Real Estate Development Body

Successful Revitalization Programs include a real estate development body that encourages private investment in real estate. There are many ways to aid real estate development including: land assembly; preparing property for development; financial assistance; and tax incentives. Many successful Revitalization Programs create a catalytic development firm to develop initial projects that market/consumer research shows have potential demand, but at higher than acceptable market risk. Through these initial projects, the organization demonstrates to the development community and investors that downtown development is feasible and profitable.

M. District Marketing

Successful Downtown Revitalization Programs create a new unified image of downtown that reshapes the perception of downtown into the center of activity. Efforts should focus on developing community pride in the unique physical environment and historical, and present, community culture. Creating a new image or enhancing the existing image of the downtown involves promotional activities that build upon downtown economic and cultural offerings. The key is to create a healthy mix of retail promotions, special events and festivals, public relations, and other marketing medium.

N. Special Events Planning

Through the use of special events, downtown organizations build partnerships, fundraise, encourage community involvement, promote downtown, and in particular promote downtown retail. Special events are essential in marketing downtown to residents that no longer view downtown as a destination, as well as to tourists from outside the Area.

O. Retail/Event Promotions

Downtown revitalization efforts include many activities to promote the unique mix of retail stores offered. Special shopping events, brochures, and other advertising and marketing media are necessary to encourage the community to support downtown retail.

P. Safety, Security and Beautification

In one fashion or another, every successful Downtown Revitalization Program improves safety, security and the appearance of downtown. Beautification improvements included creating and maintaining cleanliness to ensure a positive first impression of downtown for visitors. Other efforts included; store window decoration, building façade improvement, flower boxes, benches, and awnings.

Improving safety for rural communities mainly focuses on pedestrian traffic through crosswalks, speed bumps, and road marking. Increased signage, banners, maps, and improved wayfinding lessen congestion and help in the presentation of downtown, and also make effective marketing tools. Efforts should be made to improve or control parking in order to turn motorists into pedestrians and encourage walking throughout downtown.

SECTION IV

RECOMMENDED ORGANIZATIONAL STRUCTURE DEVELOPMENT AND ENHANCEMENT

Kennett's Downtown "organizational structure" has umbrella agencies in place that have responded to opportunities for the betterment of downtown, but as mentioned, there is not an agency working specifically for a Downtown Revitalization Program. In fact the existing organizations have pressures that limit their involvement in any emerging downtown revitalization. It is essential that new organizations be formed to drive a successful downtown strategy. What is important is that the community has the necessary components; a proactive business community, grassroots support, and a dedicated local government to create the critical mass needed for a successful Revitalization Program. Additionally the funding necessary to sustain these organizations will be addressed in more detail in the Financial Assessment Review component of the DREAM Initiative.

The recommendations to be made will focus on creating a number of new organizations to fulfill exciting new roles for downtown Kennett. As illustrated in **Attachment 2 in the Appendix**, these organizations, specific to downtown, must be pursued in order to bring the Downtown Kennett Revitalization Program up to speed. The organizations should include a non-profit corporation leading the effort, providing the downtown community as a whole with advocacy and leadership. This lead organization will be supported by three additional organizations; 1) a community development corporation whose roles is to spur real estate development as well as provide financial support to the lead organization, 2) a redevelopment corporation to assist in property acquisition and assembly, and 3) a community improvement district to bring the necessary services to downtown, as well as provide financial support to the lead organization. In addition to these new organizations there will need to be other committees and efforts made. A successful downtown requires an events committee which can be formed to complement the current Kennett Image Committee, provide a focus specific to downtown, and benefit from the existing lodging tax and tourism marketing efforts. An economic development committee specific to downtown should be formed as well. These organizations and committees will work together, as well as collaborate with many other interested groups, including the Chamber of Commerce, the City of Kennett, and various State and Federal agencies under the lead Downtown Kennett Coalition.

A. Downtown Kennett Coalition

The Downtown Kennett Coalition ("Coalition") will be a private non-profit corporation designed to have broad community support and lead the revitalization efforts. The Coalition will be responsible for advocacy on behalf of the downtown community and the promotion of its member's interests. It will act as the leader of the downtown revitalization effort, rallying volunteers, gathering resources, and pressing for progress. The organization should be formed according to MO Ch. 355 statutes and meet IRS non-profit requirements as well. In order for the organization to function as intended it would require a full-time manager to oversee operations and a support person to handle administrative duties. Membership would be made up of a broad array of residents and businesses inter-

ested in downtown revitalization. Membership would not be restricted to the downtown and business owners but extend to the surrounding neighborhoods. The board of the organization should be made up of both public and private entities. It is very important that the City is a partner in the Downtown Revitalization Program and shares in responsibilities. However, the Revitalization Program must be driven by the private sector; it is their efforts that will ultimately determine its success or failure.

Funding for the Coalition is available from numerous sources including; grants, membership fees, donations, fundraising, and contracting for services (e.g. from the DKCID). Identification of fee structures for membership-based organizations will be covered in greater detail in the Financial Assistance Review component of the DREAM Initiative.

The Coalition may choose to organize and operate according to the National Main Street Program's four-pronged approach and apply to become a Main Street Community, but that effort is not imperative. If by-laws are drafted accordingly it could be an effort taken up at a later time.

B. Downtown Kennett Community Development Corporation ("DKCDC")

The Downtown Kennett Community Development Corporation ("DKCDC") will be a downtown based non-profit corporation formed to conduct public benefit projects and other redevelopment activities. The existing Kennett Community Development Corporation (KCDC), while successful, is not organized expressly for downtown operation. If the articles and by-laws can be rewritten the KCDC could easily become the DKCDC. Regardless, the DKCDC will take on many roles in the effort including; housing development and commercial real estate development as well as economic development, particularly small business development. The DKCDC is organized in the same manner as other non-profits, pursuant to Ch. 355 statutes. Membership of the organization should be made up mainly of participating banks but can include local businesses. Funding for the DKCDC can be through donations, grants, and investment from members. With a multi-bank CDC loans and equity can be provided to small businesses or development partners. The board should be made up of representatives from the primary bank members as well as the Coalition.

C. Downtown Kennett Redevelopment Corporation ("DKRC")

The Downtown Kennett Redevelopment Corporation ("DKRC") will be a tool for stimulating construction of new housing and commercial development. If a Ch. 353 Redevelopment Area is established the DKRC would be able to utilize unique financial tools as well as be a driver in property acquisition. The DKRC should work closely with the DKCDC in spurring real estate development in downtown. The DKRC should be organized as a for-profit corporation, with limitations on earnings, pursuant to Ch. 353 statutes. Board members for DKRC should be represented by board members of DKCDC, the City, the Coalition, and other key stakeholders in downtown. Through the 353 abatements, problem properties should be able to be assembled and long-term asset growth realized for

the corporation as the properties are improved. The purchases alone should increase downtown property values which will feed into the abatements and the following recommendation concerning a Community Improvement District.

Having a for-profit corporation operate closely with the non-profits in downtown should also complement all organizations abilities for handling fundraisers, donations, event income, and other unrelated business income.

D. Downtown Kennett Community Improvement District (“DKCID”)

The Downtown Kennett Community Improvement District (“DKCID”) will provide an extra level of public service to the Area. The DKCID will channel private sector energy towards the solution of public problems. The DKCID will work with the Coalition, City, and the DKCDC to provide increased public financing resources resulting from private investment to meet the comprehensive objectives of the Downtown Revitalization Program. Funds generated by DKCID should be used to provide district marketing, administrative support, event promotions, infrastructure, Downtown beautification, and encourage redevelopment of buildings. The DKRC can obtain problem properties, obtain 353 abatement, identify improvements with the DKCDC and DKCID, and apply for DKCID funding. The property value should increase and bring along surrounding property not abated by 353...creating increased funding in the DKCID.

The DKCID could contract with the Coalition to provide administrative and technical services for ongoing administration of DKCID, but this will immediately require appropriate staff and training at to be available at the Coalition. In order for the organization to function as intended it will require a full-time manager to oversee operations and a support person to handle administrative duties. At the outset the organization can share office space and services with another organization or government entity, but should eventually be self-reliant.

The DKCID can be organized as a non-profit corporation or a political subdivision, however forming a political subdivision is recommended as it provides a more stable revenue source. Forming the CID requires a signed petition submitted to the hosting municipality that includes:

- Property owners owning more than 50% of assessed value of real property
- 50% per capita of all owners
- Boundaries of the district
- 5-year capital and service plan outlining purpose of district
- Cost estimates of improvements

The DKCID should designate itself as a public benefit corporation organized according to Ch. 355. The board of directors of a non-profit CID is organized in the same manner as other non-profits, according to Ch. 355. The organization can be funded by a property assessment or by charging fees from tenants, economic development grants, voluntary donations and municipalities may fund through grants or contributions.

A political subdivision CID is organized through a petition which states whether the Board is elected or appointed by the ranking city official. The City should retain majority representation on the Board with downtown property owners, residents, or business owners representing the remaining membership (proposed to include a member or members from the Coalition, the proposed DKRC, and the proposed DKCDC). It is recommended that the Board consist of seven (7) to nine (9) members. A political subdivision CID may be funded by levying a tax on property, charging a fee for a business license, or charging an additional sales tax. Initially it is recommended that the DKCID be funded utilizing a real property tax levy. In future years once density building has occurred and the low sales volume in downtown Kennett has begun to improve, this organization can shift its funding source to or supplement funding with an added sales tax.

Funding provided by DKCID to the Coalition will strengthen the capacity of the Coalition to expand its marketing and promotion programs and materials, increase Façade Improvement program funding, and concentrate on retail and business attraction.

E. Downtown Kennett Events Committee

The Downtown Kennett Events Committee would be responsible for aquatic center promotions, downtown event development and management (including a Christmas celebration), and downtown event marketing and promotions. The Downtown Events Committee can be a collaboration of the aquatic center, City, Chamber of Commerce and Kennett Image Committee. Downtown Events promotion can be specifically the job of the Committee, leveraging resources from the existing marketing efforts and relieving the other groups from the need to promote downtown. The Dunklin County Library or Museum manager should be the leader of this committee and the overall downtown Events Promotion effort working closely with the Coalition.

F. Downtown Kennett Economic Development Committee

A new committee should be formed to address specifically the economic development needs of downtown. This committee should include members from the DKCDC, Coalition, Chamber of Commerce, and City of Kennett. Not only will the committee be responsible for general business development, it will be charged with downtown retail development. Retail development should encompass the majority of the work for the committee as this is the most pressing need for downtown.

G. City of Kennett

Involvement of the City of Kennett is critical for the success of the Downtown Revitalization Program. City involvement demonstrates local government commitment and increases the likelihood of broad citizen participation. The City should assist in the development of all necessary political subdivisions and districts as well as participate in the appropriate boards. However, efforts should be made to avoid politicizing the Revitalization Program.

The City will have an important role to play in all aspects of revitalization and will need to provide some attention to downtown code enforcement, design guidelines, and signage. The City should aggressively pursue the façade improvements and continue to expand the streetscape plans advance in “Destination Kennett!”.

City services are one of the essential elements for a successful Downtown Revitalization Program. The financial commitment by the City to support capital improvement projects should continue and exceed the current level of activity. The City’s recent commitments have leveraged other resources, and this practice is the most effective means for accomplishing large-scale capital and infrastructure projects such as the aquatic center. However, the local resources of the City must be distributed throughout the community and other financial resources should be considered.

Through the City owned utility, City Light, Gas, & Water (CLGW), the City of Kennett has a potential role to play in developing of special rates or deposit waivers for qualifying businesses. The City will have to continue to operate its utilities proprietarily, but by working with the Economic Development Committee could develop some criteria that would provide incentives to the majority of downtown.

The City should also continue its pursuit of the improvement of the Comprehensive Plan and ensure that the downtown overlay component developed through the DREAM initiative is incorporated. With this in place the City could easily put in place an architectural guidelines committee to focus on downtown’s building standards.

It is recommended that the City take the lead initiative, in partnership with the Coalition, in educating and informing the downtown community about the benefits of establishing the Downtown Kennett Community Improvement District. By using the economic activity created by businesses to generate special tax revenue in the Downtown Area, this financing tool will provide a much needed resource to continue the City’s capital improvement program, strengthen the Coalition’s programming and sustainability, and stimulate increased private reinvestment in buildings throughout Downtown. These “small-scale” projects are not easily funded by State and Federal resources, therefore the DKCID provides much needed revenue gap financing to make sure Downtown not only “leaps forward” with “big projects” but also makes incremental improvements on a recurring basis.

The City should consider bolstering its own organizational capacity at some future date by funding and hiring a Community / Economic Development Director. Such a staff position can relieve the City Administrator of grant writing and other administration duties and provide an invaluable asset to the entire community as well as a liaison to downtown.

SECTION V

Conclusions, Implementation and Future Work

The interaction of the various organizations and the assigned roles and responsibilities of each particular organization will remain dynamic as progress is made. Initial roles and responsibilities will change as goals are met, projects are completed, new issues arise, and organizations accept more responsibility. Preliminary recommendations of the responsibilities and roles of the various downtown organizations and committees are listed in the **Appendix as Attachments 3-A and 3-B**.

The strength of Downtown Revitalization Programs is realized through unified collaborative action of the organizations toward agreed upon Revitalization Program goals and objectives. The leadership of the board of directors of individual downtown organizations controls in great part the amount of collaboration between them. In order to attain a high level of cooperation, and agreement in goals and objectives, the boards should contain the same make-up (i.e. for the most part, the same people should serve on the various boards). Not only does this ensure intra-organizational cooperation it ensures control of the process among the key stakeholders: City government, downtown businesses, and downtown residents. It also makes best use of limited board recruit resources. Board make-up should include a majority of private or downtown interests with public entity participation making up the minority. This helps to make certain that a downtown focus will be kept, and that the private sector is driving the effort.

The next step towards implementation of the Revitalization Program begins with gathering willing and appropriate participants to organize the Downtown Kennett Coalition. The Coalition will be the lead downtown revitalization organization and once formed can then assist with the development and creation of the supporting organizations and committees. A sample job description for the Executive Director position leading the Downtown Kennett Coalition can be found in the **Appendix as Attachment 4**. Additionally, after creating the board of directors for the Coalition the foundation will be laid for the remaining boards. As soon as the Coalition is formed attention should be turned to the creation of the supporting organizations and committees. If the Kennett Community Development Corporation is to be adapted to have a specific downtown focus, those article and by-law revisions should be relatively quick and easy. Special "Formation Committees" can be developed for the purpose of guiding the other organizational start-ups. Additional work will include development of organizational goals, bylaws, mission, vision, etc. for the various organizations and committees. Assistance in evaluating these aspects can be found in the **Appendix as Attachment 5**. Future DREAM Initiative work will assist in development and improvement of the various funding components, market analysis, and overall strategy development. Formation of these downtown organizations is the first step towards the development of a comprehensive Downtown Revitalization Program.

APPENDIX

Attachment 1

Downtown Organizational Assessment Questionnaire

Attachment 1

Downtown Organizational Assessment Questionnaire

This is a process to help the community evaluate the effectiveness of existing downtown organizations as well as get an understanding of important factors when considering forming a new downtown organization. It is important for the downtown community to look at its own organizations to determine how it might improve some of its functions, just as it is important to gauge the interest of the community in downtown revitalization. It is beneficial to have many perspectives on how these organizations function. Encourage participants to express their viewpoint even if they are the only one with that perspective or it may seem unpopular.

Community Characteristics

1. Was there a Downtown Organization previously that is no longer functioning or no longer exists?
 - a. If so, please explain.
2. Is there a large amount of conflict in the community (downtown and at-large) about downtown revitalization?
3. Is there strong private business interest in downtown revitalization?
 - a. If so what businesses?
4. Is there strong private citizen interest in downtown revitalization?
 - a. In the downtown community?
 - b. In the community at-large?

Organization Characteristics

5. Is there an organization that is leading efforts towards downtown revitalization? *If there are multiple organizations LEADING efforts please complete all questions for each.*
6. Name of organization.
7. What type of organization is it (non-profit, for-profit, chamber of commerce, political subdivision, etc.)?
8. What year was the organization established?
9. How many full time employees does it have?

10. How many part time employees does it have?
11. How many volunteers does it have?
12. Where is the organization located?
13. What type of physical facilities does the organization have?
14. Roughly, how many city blocks does the organization cover/represent?
15. Note significant organizational accomplishments.
16. Note significant organizational failures.
17. Note significant organizational challenges.
18. To what extent is the organization involved in providing the following services:
 - a. Capital Improvements (installing pedestrian-scale lighting and street furniture; planting trees and shrubbery)
 - b. Consumer Marketing (producing festivals and events; coordinating sales promotions; producing maps and newsletters)
 - c. Economic Development (offering incentives to new and expanding businesses)
 - d. Maintenance (removing litter and graffiti, washing sidewalks, trimming trees)
 - e. Parking and Transportation (managing public parking, maintaining transit shelters)
 - f. Policy Advocacy (promoting public policies to the community; lobbying the government on behalf of business interests)
 - g. Public Space Regulation (managing sidewalk vending; controlling vehicle loading)
 - h. Security (providing supplementary security guards, working with city police force)
 - i. Social Services (aiding low income, providing job training, supplying youth services)
 - j. Any other services not mentioned

Mission, Purpose, Goals, Vision, Etc.

19. Is there a straightforward and up-to-date written mission statement?

20. Is there a strategic plan being utilized?
21. Are the goals of the organization written, agreed upon, and clear to all?
22. Currently, what are the goals of the organization?
23. Are the goals achievable?
24. Is there a process for setting/renewing goals?
25. Are short term (1 to 3 years) objectives understood and agreed upon by their respective committees/boards?
26. Are long term (3 years+) objectives understood and agreed upon by their respective committees/boards?
27. Are the bylaws current and functional?
28. Do the bylaws contain language requiring short and long term planning for the committees/boards?
29. Does the organization periodically assess its:
 - a. Mission, goals and strategic plan?
 - b. Committee structure and performance?
 - c. Board membership and participation?
 - d. General membership participation?
 - e. Follow through on commitments?
 - f. Budget and goal setting process?
 - g. Role in the community?

Internal Organization Assessment – Committees

30. How many committees are there involved in your organizations activities?
31. What type of activities do the committees conduct?
32. Do committees have a clear statement of purpose?
33. Do committees have clear written goals and objectives?
34. Do the committees function?
35. Do the committees have specific roles and responsibilities that all members of the organization understand?

36. Is the committee structure and membership make-up reviewed annually for relevancy?

Internal Organization Assessment – Board

37. How many members are on the governing board?

38. Does the organization's board currently have committed and active members?

39. Does the organization's board currently have enough people to carry out its purposes and goals?

40. Do board members have diverse downtown/community interests and perspectives?

41. Do board members have the right mix of skills to lead and direct?

42. Does the organization have a system for recruiting board members for specific needs?

43. Do terms of office provide for stable yet renewing leadership?

44. Does the organization have an orientation session for new board members?

45. Does the organization's board have a drop-out or non-attendance problem?

46. Do board members trust each other?

47. Do board members get along well with each other?

48. Do board members avoid conflicts of interest?

49. Do board members act as a team and work together?

50. Do board members enjoy the organizations meetings and activities?

51. Are board members talents being fully utilized?

52. Are board members individual contributions recognized?

53. Are board members collective efforts acknowledged?

54. Are board members able to help the board and its committees examine and improve its processes?

Internal Organization Assessment – Membership

- 55. Does the organization currently have committed and active members?
- 56. Does the organization's membership base have diverse downtown/community interests and perspectives
- 57. Is the organization's membership base growing, shrinking, stable?
- 58. Does the organization currently have enough people to carry out its purposes and goals?
- 59. Does the organization have sufficient skills and diverse community interests and perspectives?
- 60. Does the organization have a system for recruiting members for specific needs?
- 61. Does the organization have an orientation session for new members?
- 62. Does the organization have a drop-out problem?
- 63. Are general member's talents being fully utilized?
- 64. Are general member's individual contributions recognized?
- 65. Are general member's collective efforts acknowledged?

Leadership Characteristics and Effectiveness

- 66. Are board decisions usually made by:
 - h. The board
 - i. The officers
 - j. Executive director
 - k. The committees
 - l. Specific individuals
 - m. The membership
 - n. Combination of above
- 67. Does the leadership of the board and its committees effectively encourage different points of view in discussions?

68. Does the leadership of the board and its committees effectively minimize personality differences?
69. Does the leadership of the board and its committees effectively deal with power struggles and hidden agendas?
70. Does the leadership of the board and its committees encourage teamwork?
71. Does the leadership of the board and its committees instill enthusiasm for work to be accomplished?
72. Does the leadership of the board and its committees identify and celebrate milestones?
73. Has the board clearly identified its roles and responsibilities as a board?
74. Has the board clearly identified the roles and responsibilities of the executive director, and his/her relationship to the entire board?
75. Has the board developed a means for minimizing the communication of conflicting board members' expectations to the executive director?
76. Has the board established a process for obtaining staff input for board decision making?
77. Do board and committee meetings have agendas and are they announced in advance of the meeting?
78. Do board and committee meetings follow these agendas?
79. Do board and committee meetings proceed efficiently and effectively?
80. Do board and committee meetings have minutes prepared and distributed in a timely manner?
81. Does the leadership ensure that action goes forward in an orderly manner by seeing to it that decisions are actually made?
82. Does the leadership see to it that all members understand that decision?
83. Does the leadership see to it that someone takes responsibility?
84. Does the leadership see to it that those persons clearly understand their assignments and specific tasks?
85. Does the leadership see to it that visible results occur?
86. Does the leadership see to it that results are reported to the group?

87. Has the organization established standards of performance or benchmarks from which to evaluate outcomes? If so, please identify and explain those that apply:

- a. Crime Rates
- b. Taxable retail sales
- c. Number of jobs created
- d. Pedestrian/visitor counts
- e. Lease rates
- f. Customer attitude survey
- g. Occupancy rate
- h. Business license revenue
- i. Population
- j. Change in tax base
- k. Value of real property investment
- l. Population density
- m. Other

Fiscal Resources

88. Approximately what is the organizations annual budget?

89. Which of the following are sources of funding for your organization (estimate percentage of total budget for each)?

- a. Special tax assessment on property and/or business
- b. Bonds (public or private)
- c. Voluntary donations
- d. In-Kind contributions
- e. City general tax revenues
- f. Subsidies or grants from Federal Gov't
- g. Subsidies or grants from State Gov't
- h. Sale of goods or services

90. What fundraising activities does the organization undertake?

91. Are the organization's resources sufficient to achieve its goals?

92. Are the organization's resources being used effectively?

93. Is the organization driven primarily by its:

- a. Budget
- b. Goals/strategic plan
- c. Outside factors

Community Networking and Coalition Building

94. Does the organization relate to other community groups and governmental units through ongoing, working relationships?

95. What types of other community groups and governmental units does the organization work with?

- a. Municipality
- b. Community Improvement District
- c. Business Associations
- d. Chamber of Commerce
- e. Economic Development Organization
- f. Visitor or tourism association
- g. Service Club
- h. Environmental Groups
- i. Historic Preservation of Conservation Groups
- j. Historical/Heritage Society
- k. Museum
- l. Churches/Places of faith
- m. Schools/Colleges/Universities
- n. Horticulture Organizations
- o. Arts and Culture Groups
- p. Senior Groups
- q. Youth Centers/Groups

96. Does the organization seek out new relationships and build coalitions of mutual interest?

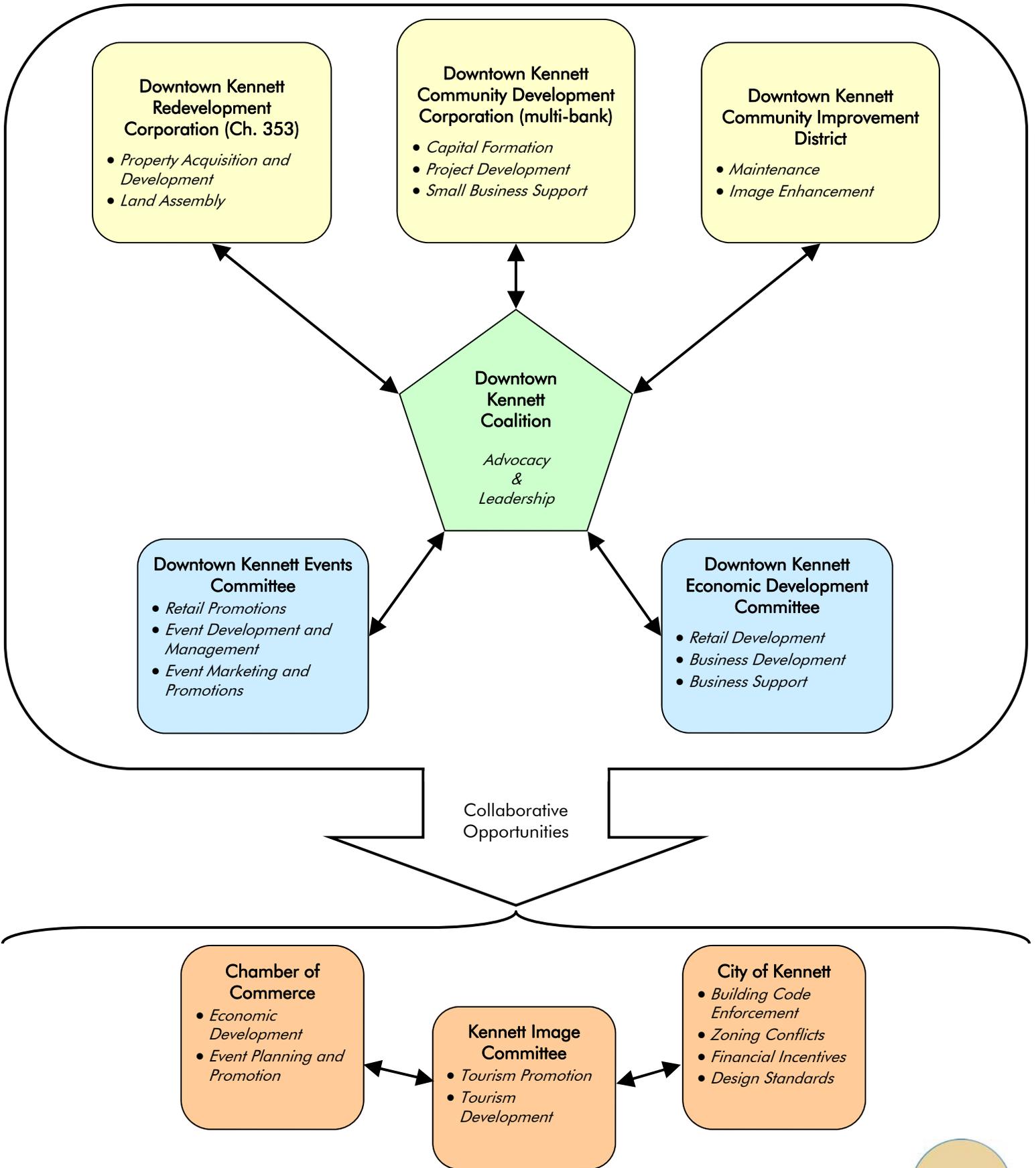
97. Does the organization have input into public policy?

98. Does the organization network at the regional, state, national levels?

Attachment 2

Recommended Downtown Organizational Structure

ATTACHMENT 2
 RECOMMENDED DOWNTOWN ORGANIZATIONAL STRUCTURE



Attachment 3-A

Downtown Organizations and Responsibilities

Attachment 3-A - Downtown Organizations and Responsibilities

| Elements of a Successful Organization | Existing Organizations | | Recommended Organizations | | | | | |
|---|-----------------------------|---|----------------------------|--|--|---|-----------------------------------|---|
| | Kennett Chamber of Commerce | Kennett Community Development Corporation | Downtown Kennett Coalition | Downtown Kennett Community Development Corporation | Downtown Kennett Redevelopment Corporation | Downtown Kennett Community Improvement District | Downtown Kennett Events Committee | Downtown Kennett Economic Development Committee |
| Leadership | Essential Participant | | Essential Participant | | | | | |
| Management Characteristics | Essential Participant | | Essential Participant | | | Support Participant | | |
| Board Attributes | Essential Participant | Support Participant | Essential Participant | Essential Participant | Essential Participant | Essential Participant | | |
| Forming Partnerships | Essential Participant | Support Participant | Essential Participant | | | | Support Participant | Support Participant |
| Community Involvement | Essential Participant | Support Participant | Essential Participant | Support Participant | | | Essential Participant | |
| Organization Funding | Essential Participant | | Essential Participant | Essential Participant | | Essential Participant | | |
| Organizational Strategic Planning | Support Participant | | Essential Participant | | | Essential Participant | | |
| Project Planning and Facilitation | Essential Participant | Essential Participant | Essential Participant | Essential Participant | Support Participant | Essential Participant | | Support Participant |
| Business Attraction, Retention, and Expansion | Support Participant | | | Support Participant | Support Participant | Essential Participant | | Essential Participant |
| Residential Development and Neighborhood Revitalization | | | Support Participant | Essential Participant | Essential Participant | Support Participant | | Support Participant |
| Downtown Advocacy | Support Participant | | Essential Participant | | | Essential Participant | | Support Participant |
| Real Estate Development Body | | Essential Participant | Support Participant | Essential Participant | Essential Participant | | | |
| Direct Marketing | Support Participant | | Support Participant | | | Essential Participant | Essential Participant | Essential Participant |
| Special Events Planning | Support Participant | | Support Participant | | | Support Participant | Essential Participant | |
| Retail and Event Promotions | Support Participant | | | | | Essential Participant | Essential Participant | |
| Safety, Security, and Beautification | Support Participant | | Support Participant | | | Essential Participant | | |

Essential Participant

Support Participant



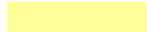
Attachment 3-B

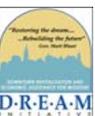
Specific Downtown Issues and Responsibilities

Attachment 3-B - Specific Downtown Issues and Responsibilities

| | Downtown Kennett Coalition | Downtown Kennett Community Development Corporation | Downtown Kennett Community Improvement District | Downtown Kennett Redevelopment Corporation | Downtown Kennett Events Committee | Downtown Kennett Economic Development Committee | City of Kennett | Chamber of Commerce | Dunklin County |
|---|----------------------------|--|---|--|-----------------------------------|---|------------------------|------------------------|------------------------|
| Building Design Standards | Essential Participant | | Essential Participant | | | | Essential Participant | | |
| Building Code Enforcement | Support Responsibility | Support Responsibility | Support Responsibility | Support Responsibility | | Support Responsibility | Essential Participant | Support Responsibility | |
| Streetscape Design Standards | Essential Participant | | Essential Participant | | | | Essential Participant | | |
| Wayfinding Improvements | Essential Participant | | Essential Participant | | | | Essential Participant | | Support Responsibility |
| Retail Attraction | Support Responsibility | | | | | Essential Participant | | Essential Participant | |
| Retail Promotions | Support Responsibility | | Essential Participant | | Support Responsibility | Essential Participant | | Essential Participant | |
| Merchant Education | Essential Participant | | | | | Support Responsibility | | Essential Participant | |
| Commercial Property Acquisitions | Support Responsibility | Essential Participant | | Essential Participant | | Support Responsibility | | | |
| Commercial Property Renovations | Support Responsibility | Essential Participant | Essential Participant | Essential Participant | | Support Responsibility | Support Responsibility | Support Responsibility | |
| Façade Improvements (Revolving Loan Fund) | Support Responsibility | | Essential Participant | | | | Support Responsibility | | |
| Parking Lot Improvements | Support Responsibility | | Essential Participant | | | | Essential Participant | | |
| Pedestrian Improvements | Support Responsibility | | Essential Participant | | | | Essential Participant | | |
| Aquatic Center Event Development | Essential Participant | | Support Responsibility | | Essential Participant | | Essential Participant | Support Responsibility | |
| Downtown Event Development | Support Responsibility | | Support Responsibility | | Essential Participant | | Essential Participant | Support Responsibility | |
| Tourism Marketing | Support Responsibility | | Support Responsibility | | Support Responsibility | | Essential Participant | Essential Participant | Support Responsibility |
| Housing Stock Improvements | Essential Participant | Essential Participant | | Essential Participant | | | Support Responsibility | | |

 Essential Participant

 Support Responsibility



Attachment 4

Sample Job Description

Attachment 4

Sample Job Description

Downtown Kennett Coalition Executive Director

Position Overview

The Executive Director position requires an energetic, results-oriented professional eager to be the champion of Downtown Kennett. The position will assume an increasingly responsible leadership and management role in the downtown organization which will lead the Downtown Revitalization Program. The ideal candidate will have the ability to manage complex projects, resolve issues, and work effectively with volunteers, public entities, private entities and a diverse group of stakeholders.

Primary Duties and Responsibilities

Leadership

- Charged with informing and educating the public through local media and marketing
- Bring focus and vision to the organization and Revitalization Program
- Ensure citizens and businesses have opportunities for input and involvement
- Form partnerships with the community and public and private enterprises in order to achieve revitalization goals
- Build grassroots community support as well as form effective public/private partnerships.

Downtown Advocate

- Act effectively as a downtown advocate, representing downtown in a variety of situations and addressing needs of constituents
- Facilitate communication and contacts between downtown stakeholders and government officials
- Respond to requests from businesses, citizens and media

Organizational and Project Planning

- Responsible for aligning organizational resources towards achieving Revitalization Program Vision

- Take lead in strategic planning of the downtown organization as well as the overall Downtown Revitalization Program
- Utilize resources and overcome obstacles in facilitating completion of goals and objectives

Management

- Assume a variety of administrative and operational duties including staff supervision, budget preparation, grant application and administration, developing and implementing work programs, and evaluating and entering into contracts for services
- Attend all board and committee meetings as well as appropriate government meetings

Job Requirements

- Creative, entrepreneurial self-starter, capable of working independently
- Diplomatic, able to work with a variety of people
- Excellent oral and written communication skills
- Five or more years experience in one or more of the following areas: architecture, business administration, downtown management, economic development, finance, historic preservation, planning, public administration, public relations
- Excellent organizational and administrative skills
- Strong computer skills, particularly internet, email, word processing and spreadsheet applications

Attachment 5

Board and Committee Recommendations

Attachment 5

Board and Committee Recommendations

GENERAL OPERATING RECOMMENDATIONS:

- **Boards and committees should annually review their mission statement to make sure that it clearly states what their mission is in 25 words or less, is clearly written in easy to understand language, and is something that is easy to articulate.**

Far too often mission statements are written in a clumsy fashion, often in legal language, and are of very little use to the organization. Frequently mission statements are filed away with the bylaws and are seldom used. The purpose of a clearly written, updated mission statement is to be able to have an organization use it in its public relations, in its communication with its board and its committees, and with the public in every way that it can.

- **The board of an organization should also carefully review the existing committee structure and membership to see if all committees are necessary, properly staffed, oriented on group goals, and supplied with the proper organizational resources.**

Any new goals required to attain the mission may mean that new committees need to be established.

- **Boards and committees should also annually review, establish, and publish their goals for the future.**

The board needs to establish both short-term goals (one or two years in length) and long-term goals (three to five years in length or more) for itself. A strategic planning committee should be established with members from the board and/or with each of the organization's committees for the purpose of establishing these sets of goals. Committees should meet to form their own goals so that their actions will complement the Board or other Committee's actions.

A voluntary community organization, board, or committee needs to be able to transfer its goals from board to board, from year to year. There is a tendency to rely on the leadership, enthusiasm, or charisma of a president or chair and achieve only the individual goals set for that year. Then, under a new president, the organization shifts in a different direction.

Leaders have difficulty in mobilizing a community organization around goals articulated by one or some of its members. It is much more effective when a group sits down at least once a year and articulates and votes on their goals together. Group goals can then be carried forward year after year regardless of who the office holders are.

Often the goals of an organization are implied or assumed but are not explicitly written and clear. Goals also need to be written in terms that are clear, measurable, and objective so that it is more readily obvious when and if the goals are being accomplished. (Example: To raise \$5,000 for capital improvements within twelve months.)

- **Boards and committees need to indeed be functioning, meeting regularly, communicating with other committees and carrying through with goals and objectives.**

When a given committee is working in cooperation with another committee it must be clearly understood by all members and the Board which one of the committees is the lead committee and which one is the support committee. Many organizations get into difficulty because they have not clearly established which of several committees is taking the lead in monitoring the progress on a given organizational goal.

- **Effective leadership does not happen by accident, but must be identified, recruited, and developed.**

Constant communication and involvement with all members will usually offer clues to where the leadership potential lies in an

organization. Leadership positions require delicate handling. If the leadership position of a board or committee has a one-year term of office it may result in revolving door leadership. On the other hand long terms with officers staying in the position too long do not allow for the fresh input of new officers.

Usually leaders are of the minority group that does the majority of the work. Leaders need to be challenged, empowered, and recognized constantly. A good leader usually walks a fine line between productivity and 'burnout'.

Leaders must be able to properly deal with power struggles in the open and be effective in getting hidden agendas on the table so that they can be dealt with at the board meetings. A meeting is the proper place for power struggles and hidden agendas to be dealt with rather than either before or after the board meetings are over. A leader can't just run an agenda, but has to be able to make difficult decisions.

- **A board and committee should follow its leader, but be diverse enough in its composition to effectively consider a broad selection of alternative ideas.**

The board itself should represent diverse points of view from the community and represent diverse geographical representation of the municipality. The board should encourage different points of view in discussion. Without debate decisions may represent superficial agreement rather than having covered the more difficult and underlying issues.

- **Agree to disagree - It is expected that people will have different ideas and conflict with each other from time to time, but it is important that board members basically get along well with each other in spite of their differences.**

It is natural for board or committee members to have different points of view and therefore conflicts, but the organization must make sure that people are not voting on their own self interests, but for the good of the group. Conflicts of interest, whether real

or perceived, must be minimized and avoided if possible. The integrity of the voting members of a board or committee is called into question where clearly they would benefit from the vote, but are not being up-front about their stake in the matter. A policy for handling such matters should be developed.

- **Board and committee members must set an example for other members by being active and engaged to drive the organization forward.**

Most volunteer work occurs between the meetings. Members who agree to serve in a leadership capacity have to understand and encourage this behavior.

Agendas and minutes are important communication tools to capture the actions that occur at meetings. It is important that decisions made at meetings are really understood by all of the members and responsibilities are understood for given tasks.

A process should be developed whereby results of activities are reported, whether positive or negative, and the board or committee can then apply further consideration, action, or reassignment of tasks if necessary.

- **It is important that efforts are made to fully utilize both board members' and general membership's talents.**

It is rare that an organization fully capitalizes on the talents of its members. An effective system for recruiting volunteers for specific needs must be developed. Often in volunteer organizations there is a tendency to 'settle' for the warm body that will take on a task, when a volunteer more suited to the task may go overlooked. It can be difficult to express that a volunteer isn't 'right' for a certain job, but sometimes productivity can be added by subtraction. Again, constant communication with members is critical.

- **Respect the volunteers time.**

Due to the nature of a volunteer organization, where people are giving up their time to work on matters of mutual concern, it is

important that everyone is able to enjoy the work in which they are involved. Satisfaction of a job well done is often their only paycheck. Acknowledgment for contributions plays an important role in volunteer work, especially in view of the fact that these are principally activities being undertaken by people apart from their paid employment. Those involved in the process are motivated by mission, passion, financial returns and many other unique and personal reasons. Contributions should be verbally acknowledged during meetings and, from time to time, in the organization's newsletter, press release, or at the annual meeting.

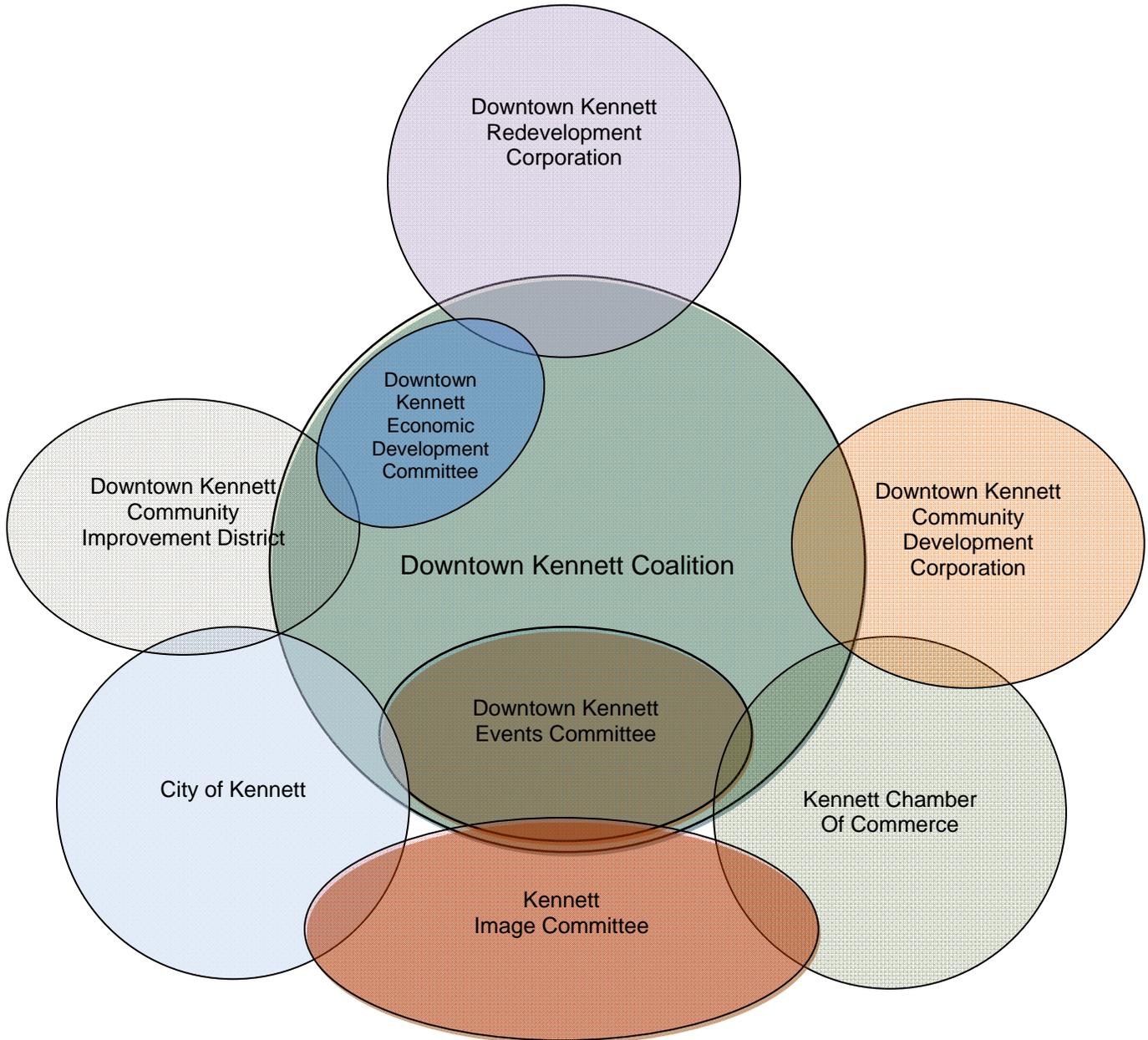
Meetings can, and should be, fun! Organizations with participants that do not enjoy their meetings have greater problems with attendance, retention, and task accomplishment.

Community organizations are dependent on many people acting together to be effective and suffer more difficulties when only a few people are, or are thought to be, responsible for leading the community organization in its efforts to accomplish its mission.

SPECIFIC RECOMMENDATIONS FOR KENNETT:

- **Kennett Organizational Relationships:**

The individuals that serve on the various organizations proposed for Kennett should have the following relationships if possible:



As each group matures or develops its work plans, the above diagram may change. It is meant for reference only to strive for interrelationships between the groups.

- **Formation of Downtown Kennett Coalition:**

This organization is the first and most critical step for downtown Kennett. The Coalition should consist of the major stakeholders in downtown. The first step is to identify these stakeholders and determine who might be potential board members. This will need to be initiated by knowledgeable people willing to serve on a formation committee. The committee should review chapter 355 statutes and non-profit guidelines to develop a suggested mission statement and general bylaws.

The next step is for the formation committee to identify contacts of and approach the desired Coalition members to 'sell' them on the need for the Coalition.

Once the Coalition board members are meeting, the Coalition should:

- Adopt a mission statement and bylaws
- Proceed with the incorporation of the Coalition
- Adopt the Directors job description and start the job search
- Identify funding sources before and in addition to the DKCID
- Begin meeting and discussing committees and goals

- **New Director tasks:**

- Search for foundation grants for operating expenses
- Schedule a Coalition Retreat
- Communicate & implement Retreat outcomes

- **Retreat Outcomes:**

- Establishment of overall goals and needed committees
- Develop committee goals
- Plan for membership dues and/or multi-year donation commitments

- **Formation Committees:**

- The DKCID should be addressed first as this is a critical step to develop a funding stream to support the Coalition. The city should take the lead with assistance from the Coalition.

This step could begin before the Coalition Director is hired as there will be a lag before revenues are generated. The area needs to be identified, analyses developed, the property owners contacted and convinced, and petitions circulated.

- The formation of DKCDC or reformation of KCDC could come next. The KCDC articles of incorporation and bylaws could easily be rewritten to provide a downtown focus. The name doesn't need to include 'Downtown' but if a new organization is to be formed, it would be best to identify the group as such. The Development Corporation should consist of financial institutions and other members will to 'buy in' to the Corporation. The representatives of the banking community that are already involved with the Chamber and have assisted past downtown efforts are the initial potential investors.
- Finally the for-profit DKRC can be addressed in a similar manner as the Coalition.