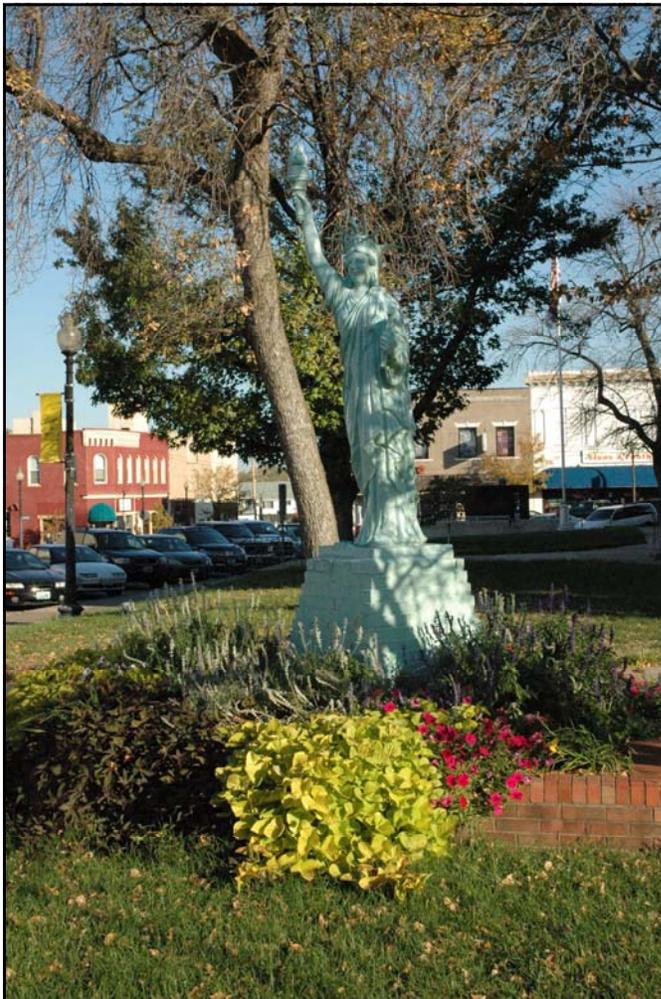


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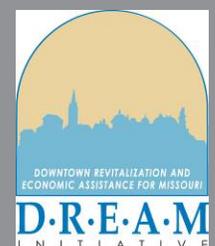
APRIL 2009

ORGANIZATIONAL STRUCTURE REVIEW

EVALUATION FINDINGS



Mexico, Missouri



ACKNOWLEDGMENTS



DOWNTOWN REVITALIZATION AND ECONOMIC
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SECTION I

INTRODUCTION AND EXECUTIVE SUMMARY

A. INTRODUCTION

Though all cities are unique in terms of their physical assets, community resources, history, and sense of place, they often share a common characteristic; downtown decline. Downtown decline presents a problem for economic developers, governments, and citizens from small rural communities to large metropolitan regions, as the consequences negatively affect the economic health of the remainder of the city and region. A community's overall economic and social health is influenced by the viability of its downtown. From a social standpoint, downtown should embody the heritage of the community and gives it a sense of identity. From an economic standpoint, downtown should serve as the primary commercial hub where residents can work, shop, and live. A Downtown Revitalization Program encourages a dynamic downtown that features unique retail opportunities, tourist attractions, employment possibilities, social interaction, and recreational outlets to residents and visitors. Downtown revitalization can benefit cities by improving their economic base, fiscal condition, and the well-being of residents.

A Downtown Revitalization Program (the "Program") is a community process that requires local champions willing to invest time and effort to make the Program work. A successful Program requires planning and strategic implementation by many organizations, including both a city government that is dedicated to downtown improvements, and active downtown organizations that have broad, community-wide support. The Program involves coordinating a complex but interrelated series of events; the successful coordination of which relies on the cooperation of various community groups.

Successful revitalization depends on a variety of components including:

- Committed 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

It is important to assess existing downtown organizations, revitalization efforts, the downtown business community, and the community at-large. In evaluating an existing organization the decision must be made whether it is still relevant and can effectively complete downtown revitalization responsibilities. A critical analysis should also be made concerning the need for:

1. Encouraging the sustainability of existing organizations that are effectively carrying out the Downtown Revitalization Program,

2. Revamping, or changing, an existing organization to achieve the objectives of the Downtown Revitalization Program, or
3. Establishing new organizations (sometimes replacing one or more ineffective, existing organizations) to complete the Downtown Revitalization Program.

The preferred action is to encourage the sustainability of existing organizations that are effectively completing the Program. In many instances, however, 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 intended to “build organizational capacity.” The “capacity” of an organization includes its financial resources, personnel or staff, volunteer activity, and leadership. A clearly defined mission and strategic plan are necessary for organizations undergoing change as these institutional frameworks both guide and serve as a foundation from which to build capacity.

Frequently, setting up new organizations and committees is a better option than revamping existing ones that may not be effectively completing the Program. 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 organization with broad-based support, a clearly defined and independent mission, new goals, and an infusion of fresh spirit into the revitalization efforts. A new group can combine all the principles of a successful revitalization organization into one working unit. However, the establishment of new organizations requires additional resources, and the effort must be organized carefully or it may be seen as merely an extension of previous failed efforts by ineffective organizations. Many Programs will have the advantage of building upon previous successes as a result of past efforts.

B. EXECUTIVE SUMMARY

Recommendations noted in this report represent steps to achieve an Organizational Structure which has the components in place to attain sustainability and drive the Downtown Mexico revitalization well into the future. These recommendations can be implemented in part, or in whole, and there may certainly be other possible scenarios that the City of Mexico leadership feels are more fitting to its unique circumstances. This report simply represents the most effective solution in PGAV's opinion. Foremost recommendations include:

- **Creation of a Community Development Corporation (CDC)**

This report contemplates that this organization is called Downtown Mexico Community Development Corporation (DMCDC). The DMCDC will be a multi-bank corporation from which loans and equity can be provided to small businesses or development partners for a number of roles in the revitalization of Downtown Mexico, including: housing development, commercial real estate development, economic development, and small business development. The formation of DMCDC should be comprised of participating banks and can include local businesses that help fund the organization through donations, grants, and other investment.

- **Formation of a Community Improvement District (CID)**

A CID can be used very effectively for a broad range of development and organizational activities that benefit Downtown. Funds would come from an additional sales tax or property tax. The DREAM Financial Assistance Evaluation will provide specific revenue estimates for the defined DREAM boundary.

It is not unusual that some resistance may occur over the establishment of a financing district in Downtown Mexico. Any effort to establish a CID must include an adequate community outreach campaign where the benefits of the district are shown to far outweigh projected costs.

An argument that is often voiced by the business community is that increasing the sales tax rate is detrimental to business activity. Mexico's total sales tax rate ranks in the middle of the DREAM designated cities and any improvements implemented to make the Downtown more friendly to shoppers will more than offset any loss, or perceived loss, of business. With the possible exception of automobiles, the vast majority of consumers typically do not check sales tax rates before buying.

- **Creation of a committee to address the economic development and business needs of Downtown Mexico.**

This report recommends such a committee be formed by the name "Downtown Mexico Business and Economic Development Committee" that will unite Downtown's businesses to be responsible for general business development and, more specifically, downtown retail development.

In addition to the creation of new committees, there are recommendations which principally involve increasing the administrative and marketing capacity of the existing “organizational structure” to respond to the anticipated growth and development of future economic and social activity in the Downtown Area. The following are priority recommendations for the existing organizations:

- **The Village Square Association should become the “lead” entity for Downtown business and social activities.**
The VSA should play the lead role in promoting improvements to the Downtown business environment, specifically the retail business climate. One step that the VSA can take to improve their standing would be to organize the effort into a non-profit corporation. Once organized, this will help the organization to recruit additional members and become more representative of the Downtown community.
- **The City of Mexico should build upon existing efforts to revitalize Downtown and continue to aid the Village Square Association in those endeavors.**
The City is already an effective leader in firmly supporting the organizations working toward Downtown revitalization. It is recommended that the City take the lead initiative, in collaboration with the VSA and other key stakeholders, in educating and informing the Downtown community, and community at large, about the benefits of establishing the Downtown Mexico Community Improvement District and the Downtown Mexico Business and Economic Development Committee.
- **The Mexico Area Chamber of Commerce should continue its strong association with the VSA and look to support the newly formed Downtown Mexico Business and Economic Development Committee.**
The Chamber provides a diverse list of programs that can offer multiple benefits to the revitalization of Downtown Mexico. At the same time, the Chamber is set up to assist the “Mexico Area” business community and should not focus exclusively on Downtown. As such, the Chamber should aid the development of the Downtown Mexico Business and Economic Development Committee which can provide that singular focus on Downtown revitalization.

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. Mexico residents, businesses and political leaders speak of the importance of a vibrant Downtown. These sentiments were clearly illustrated in the Focus Groups conducted in Mexico on July 30, 2008 which included all of the above named groups. These meetings included a “Downtown Organizational Assessment Questionnaire” to gauge the community’s own reflection of their organizational effectiveness. The questionnaire can be found in the **Appendix as Attachment 1**. While the results of the Focus Groups are not quantitative, they can shed light on important issues in the community. Significant findings from the Focus Group Survey Report include:

The groups, overall, felt that Downtown Mexico’s direction is mixed, but that it has the potential to move further in the right direction. There have been some aesthetic improvements on the Square and a few new businesses, and there is a number of thriving professional businesses Downtown, such as attorneys’ offices.

Many participants also felt that there is a lot of unrealized potential that would make Downtown Mexico move in the right direction—adding more retail and dining, for example, is of the highest priority. Other priorities included adding a variety of residential space, improving building facades, improving the backs of buildings, making the aesthetics cohesive and attractive, improving sidewalks, and improving signage.

These findings indicate that participants are interested in returning Downtown Mexico into a dynamic hub of activity. Additionally, they provide insight into how to achieve that goal. The above comments are a small selection from the Focus Group Report; full transcripts of the Focus Group session are available from the City of Mexico.

There are organizations and interested parties involved in efforts to revitalize Downtown Mexico. Currently the Village Square Association is the one lead Downtown organization involved in spearheading Downtown activities, with assistance from the City and the Chamber of Commerce. As will be discussed in Section IV, there is a need to increase and enhance the organizational structure for the anticipated future growth and development of the Downtown Revitalization Program. The following is a description of the organizations affecting Downtown and their current roles in supporting the Downtown Revitalization Program (the “Program”).

A. The Village Square Association (“VSA”)

The VSA leads Downtown activity with support from the City of Mexico (the “City”) and the Mexico Area Chamber of Commerce (the “Chamber”). The VSA’s members are people and businesses from throughout the City, and the organization’s primary activities include seasonal promotions, seasonal decorations for the Downtown, and producing marketing brochures which provide visitors to Mexico with maps of local shops and attractions.

The VSA’s two committees, the Sunset Committee and the Festival Committee, organize the Sunset Festival and other festivals or events which are annually held in Downtown Mexico.

B. City of Mexico

The City has an important role to play in all aspects of revitalization, in particular: building code enforcement; solving zoning conflicts; financial assistance; and implementing building and streetscape design standards.

The City aids the VSA by contributing manpower and recruiting volunteers for the VSA’s activities. Currently the City has not placed in service a dedicated tax revenue allocation process for continuous reinvestment in the Downtown as it must balance community-wide needs with those of a Downtown’s aged infrastructure.

C. Mexico Area Chamber of Commerce

The Chamber is an independent, membership-funded organization whose programs involve small business assistance, regional marketing, business advocacy, and events planning and promotion.

The Chamber’s primary role as it relates to Downtown revitalization is through its assistance to the Village Square Association, to which it contributes volunteers, office space and use of its Restoration and Community Service Fund, which is utilized by the VSA for its activities not as a source of money but as an account in which the VSA can hold its funds.

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 serve a different purpose and have a different reason for being involved. Additionally, each downtown organization will be uniquely developed to address the particular needs of a particular 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, 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 in championing downtown. They are charged with informing and educating the public as well as bringing focus and vision to the organization and Revitalization Program. Leaders must also be able to build grassroots community support and form effective public/private partnerships.

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. This does not suggest, however, that the board should be made up of like-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 resultant 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

Each organization must ensure that businesses and citizens, particularly residents of surrounding neighborhoods, have continuous opportunities for input and involvement. Large community events and celebrations are often held downtown and are very important in fostering an overall sense of community. Involving the community in the Downtown Revitalization Program will 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. 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 also may require 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 permitted to 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, in-kind contributions. Outside funding opportunities include: grants, loans, and tax credit programs.

G. Organizational Strategic Planning

Building an effective and sustainable organization requires strategic planning. Successful organizations develop a strong vision and align their resources toward 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 leading downtown revitalization spearheads the various improvement projects. Successful organizations measure progress by utilizing resources and overcoming obstacles in facilitating completion of Revitalization Program goals and objectives. Project oversight will be a large component of all downtown revitalization organizations; project success depends upon each organization's ability to do so.

I. Business Attraction, Retention and Expansion

Typically efforts of the organization in charge of business attraction, retention and expansion focus first on 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 with assistance including training, marketing assistance, and access to capital. More successful organizations are proactive in retention efforts by tracking lease expirations and acting to limit business losses.

Business attraction and new business development are important components of a Downtown Revitalization Program, and usually are components 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 (e.g. capital, real estate, and 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 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 shops and restaurants downtown. 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 constituents' 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 and 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 both 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 historic – 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 media.

N. Special Events Planning

Through the use of special events, downtown organizations build partnerships, raise funds, 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 include creating and maintaining cleanliness to ensure a positive first impression of downtown for visitors. Other efforts include store window decoration, building façade improvement, flower boxes, benches, and awnings.

Improving safety for rural communities focuses mainly on pedestrian traffic through crosswalks, speed bumps, and road marking. Improved signage, banners, and maps make for better way-finding, lessen congestion, 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.

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SECTION IV

RECOMMENDED ORGANIZATIONAL STRUCTURE DEVELOPMENT & ENHANCEMENT

Mexico's Downtown "organizational structure" has a handful of entities involved in the City's evolving Downtown Revitalization Program, as illustrated in **Attachment 2-A in the Appendix**. As such, the current "organizational structure" has established a foundation for incorporating some of the elements of successful organizations and revitalization efforts described in Section III. However, there are many elements that are not currently being addressed, or have not been historically needed, which may become important features of the Downtown Revitalization Program. The evolving needs of a Downtown Revitalization Program require increased "organizational structure capacity" to address these elements in the future. 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. In addition, the existing organizations could increase their own capacity to support the Downtown Revitalization Program through growth, collaboration, planning and increased financial resources.

In addition to these new organizations there will need to be other committees and efforts made. A successful downtown requires an Economic Development Committee which can be formed as a subcommittee of the Mexico Area Chamber of Commerce. Organizations and committees will work together, as well as collaborate with other interested groups, and various State and Federal agencies under the lead of the Village Square Association. Additionally, the funding necessary to sustain these organizations will be addressed in more detail in the Financial Assistance Review component of the DREAM Initiative.

The following recommendations are made in two parts. First, recommendations will be provided for "organizational structure capacity" enhancement through the establishment of new organizations to complement the existing organizational structure. Second, recommendations are suggested for the enhancement of the existing "organizational structure capacity," whether it is specific to an organization or to an element of successful revitalization efforts involving several organizations. The funding necessary to sustain these organizations will be addressed in more detail in the Financial Assistance Review component of the DREAM Initiative.

RECOMMENDATIONS FOR NEW ORGANIZATIONS

These recommended new entities focus primarily on providing Downtown with a unified direction and expanding financial capacity of the Downtown Revitalization Program. A number of new organizations, as illustrated in **Attachment 2-B in the Appendix**, with specific purposes must be pursued in order to better position the Downtown Revitalization Program to incorporate all of the elements of successful organizations and revitalization efforts in Section III. 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 two additional organizations:

1. A community development corporation whose role is to spur real estate development as well as to provide financial support to the lead organization.
2. A community improvement district to bring the necessary services to Downtown, as well as to provide financial support to the lead organization.
3. A Downtown business and economic development committee to be established as a subcommittee of the Chamber of Commerce.

Board membership for the new organizations should be comprised by existing members from other key organizations involved in Downtown in order to ensure continuity of planning, policy, and administration of the Downtown Revitalization Program.

A. Downtown Mexico Community Development Corporation (“DMCDC”)

The Downtown Mexico Community Development Corporation (“DMCDC”) should be a downtown-based non-profit corporation formed to conduct public benefit projects and other redevelopment activities. The DMCDC can take on many roles in the effort including housing development, commercial real estate development, economic development, and small business development. DMCDC membership will be comprised mainly of participating banks but can include local businesses. Funding for the DMCDC may come through donations, grants, and investment from members. The DMCDC will be a multi-bank CDC from which 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, the VSA, the Downtown Mexico Community Improvement District, and the City. The DMCDC is organized in the same manner as other non-profits, pursuant to the Missouri Nonprofit Corporations Act.

B. Downtown Mexico Community Improvement District

The Downtown Mexico Community Improvement District (DMCID) will provide an extra level of public service to the area through an added tax, assessment, or fee. The DMCID will channel private sector energy toward the solution of public problems. The DMCID will work with the VSA and act as the ombudsman between downtown citizens, businesses, daytime workers, stakeholders, and the community at large. Additionally, the organization should provide district marketing, retail promotions, help improve local business practices, and assist with downtown beautification. 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.

It is recommended that DMCID cooperate with the VSA to strengthen the capacity of the VSA to expand its marketing and promotion programs and materials, increase funding to support any Downtown capital improvement programs, and concentrate on retail and business attraction.

By using the economic activity created by businesses to generate special district tax revenue in the Downtown area, this district financing tool will provide a much needed resource to begin a 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 DMCID provides much needed revenue gap financing to help Downtown not only "leap forward" with "big projects" but also make incremental improvements on a recurring basis.

The DMCID 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:

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

A political subdivision CID is established via a petition which states whether the Board is elected by the CID 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, of the DMCDC and VSA if possible). It is recommended that the Board consist of seven (7) to nine (9) members. The DMCID may be funded by levying a special assessment on real property, charging a fee for a business license, or charging an additional sales tax at a rate of up-to one percent (1%).

C. Downtown Mexico Business & Economic Development Committee

A new committee should be formed to specifically address the economic development needs of downtown. This committee should include members from the DMCDC, Chamber of Commerce, City of Mexico, and the Village Square Association. Not only will the committee be responsible for general business development, it will be charged with downtown retail development.

RECOMMENDATIONS FOR EXISTING ORGANIZATIONS

The following existing organization (as illustrated in **Attachment 2-A in the Appendix**) recommendations focus principally on increasing the administrative and marketing capacity of the existing “organizational structure” to respond to the anticipated growth and development of future economic and social activity in the Downtown Area. PGAV and the DREAM Program Sponsors recognize the importance of identifying resources to increase the financial capability and to ensure the long-term sustainability of local organizations. As previously noted, the funding necessary to sustain these organizations will be addressed in more detail in the Financial Assistance Review component of the DREAM Initiative.

A. Village Square Association (“VSA”)

The VSA should play a larger role in promoting improvements to the Downtown business environment, specifically the retail business climate. One step that the VSA can take to improve their standing would be to organize the effort into a non-profit corporation. Once organized, the VSA can more effectively become the “lead” entity for the downtown business and social activity. Additionally, this role will help the organization to recruit additional members and become more representative of the Downtown community.

B. City of Mexico

The City of Mexico is an essential component of a successful Downtown Revitalization Program. City involvement emphasizes 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 but particularly in building code enforcement, solving zoning conflicts, financial assistance, and implementing building and streetscape design standards.

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 significant Public and Private resources, and this practice is the most effective means for accomplishing large-scale capital and infrastructure projects. However, the local resources of the City must be distributed throughout the community and other financial resources should be considered. It is recommended that the City take the lead initiative, in collaboration with key stakeholders, in educating and informing the Downtown community, and community at large, about the benefits of establishing the Downtown Mexico Community Improvement District and the Downtown Mexico Business and Economic Development Committee.

C. Mexico Area Chamber of Commerce

The Chamber's association with the VSA should continue and be expanded in the future. The Chamber's role as the broader community representative requires a wider mission, goals, and objective that impede the ongoing development of the specific expertise and capacity necessary for the unique issues faced in Downtown's revitalization. As such, the Chamber recognizes that a "downtown specific" organizational structure to which the Chamber provides support rather than the primary role is necessary. Within this context, it is recommended that the Chamber, together with the City of Mexico, assist in the initiation and continuing support for a Downtown Mexico Business & Economic Development Committee. This can be accomplished, initially, as a sub-committee of the Chamber to ensure early vitality, although that is certainly not required. The Chamber will assist the Committee in several ways, including: the Chamber's active regional marketing program, business assistance and advocacy, and networking opportunities, all of which will be increasingly important to the success of Downtown's revitalization as business growth occurs. Identifying future opportunities to deliver these resources to Downtown businesses through the Business & Economic Development Committee, and to encourage businesses to take advantage of the Chamber's business support services, should be further developed within the context of the overall Downtown revitalization effort.

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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 the Downtown Revitalization Program is realized through unified collaborative action of the organizations toward agreed upon Program goals and objectives. The leadership of the Boards 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 recruitment resources. Board composition 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 toward implementation of the Program begins with gathering willing and appropriate participants to organize the Village Square Association ("VSA") as a nonprofit organization. The VSA will be the lead downtown revitalization organization and, once formed, can then assist with the development and creation of the supporting organizations and committees. As soon as the VSA is formalized as a nonprofit organization, attention should be turned to the creation of the supporting organizations and committees. Special "Formation Committees" can be developed for this sole purpose. Additional work will include development of organizational goals, bylaws, mission, vision, etc. for the VSA and its subcommittees. Assistance in evaluating these organizational guidelines can be found in two documents provided in the **Appendix as Attachment 4 and Attachment 5**.

This process can be very exciting and should not get politicized or hijacked for the grandstanding of any individual organization or project. A new Community Improvement District and Community Development Corporation will each need strong leadership to ensure this doesn't occur. A sample job description for an executive director of the VSA is included in the **Appendix as Attachment 6**.

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 a primary step toward the development of a comprehensive Downtown Revitalization Program.

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APPENDIX

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Attachment 1

Downtown Organizational Assessment Questionnaire

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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-A

Existing Downtown Organizational Structure

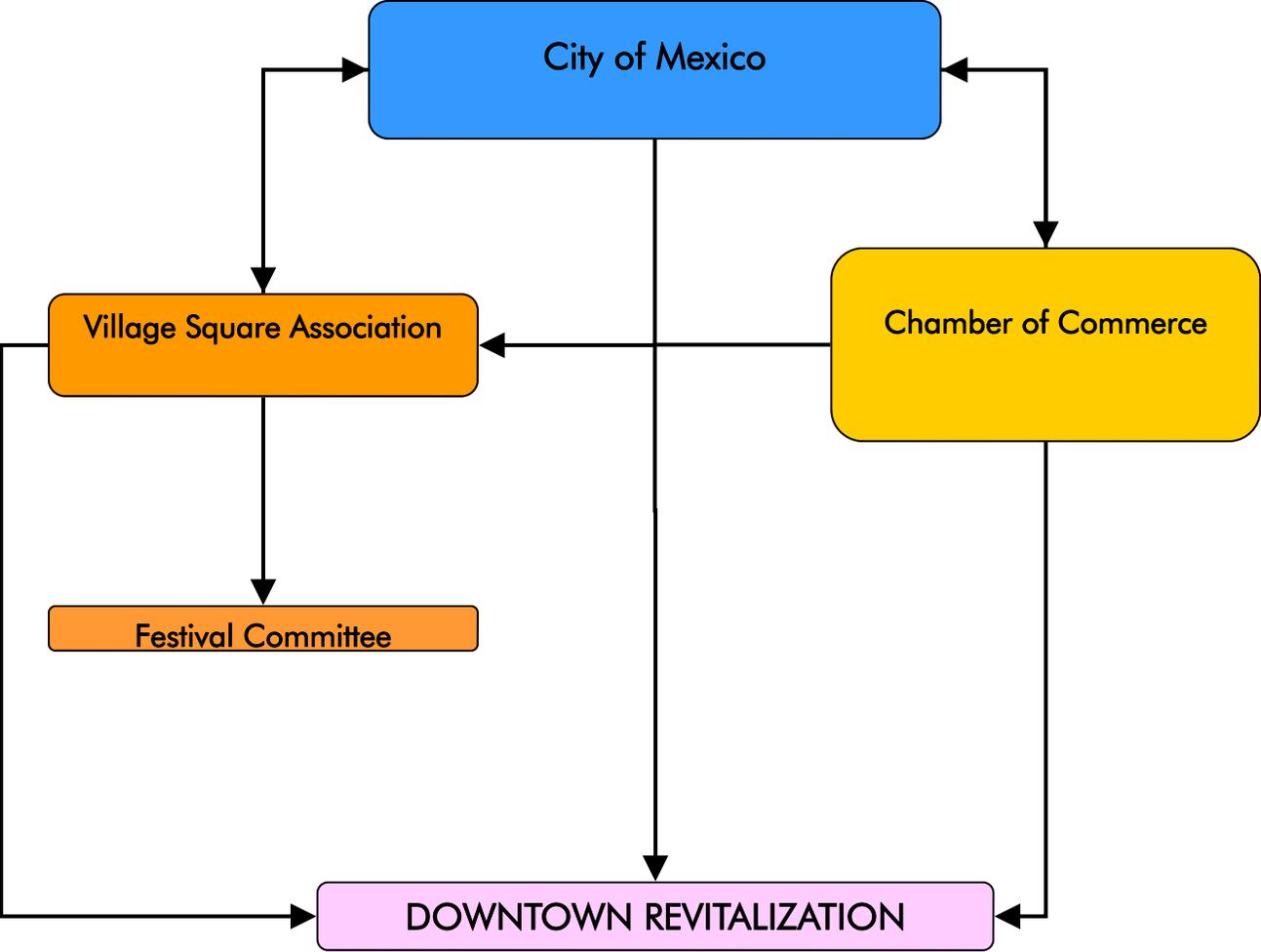
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Attachment 2-B

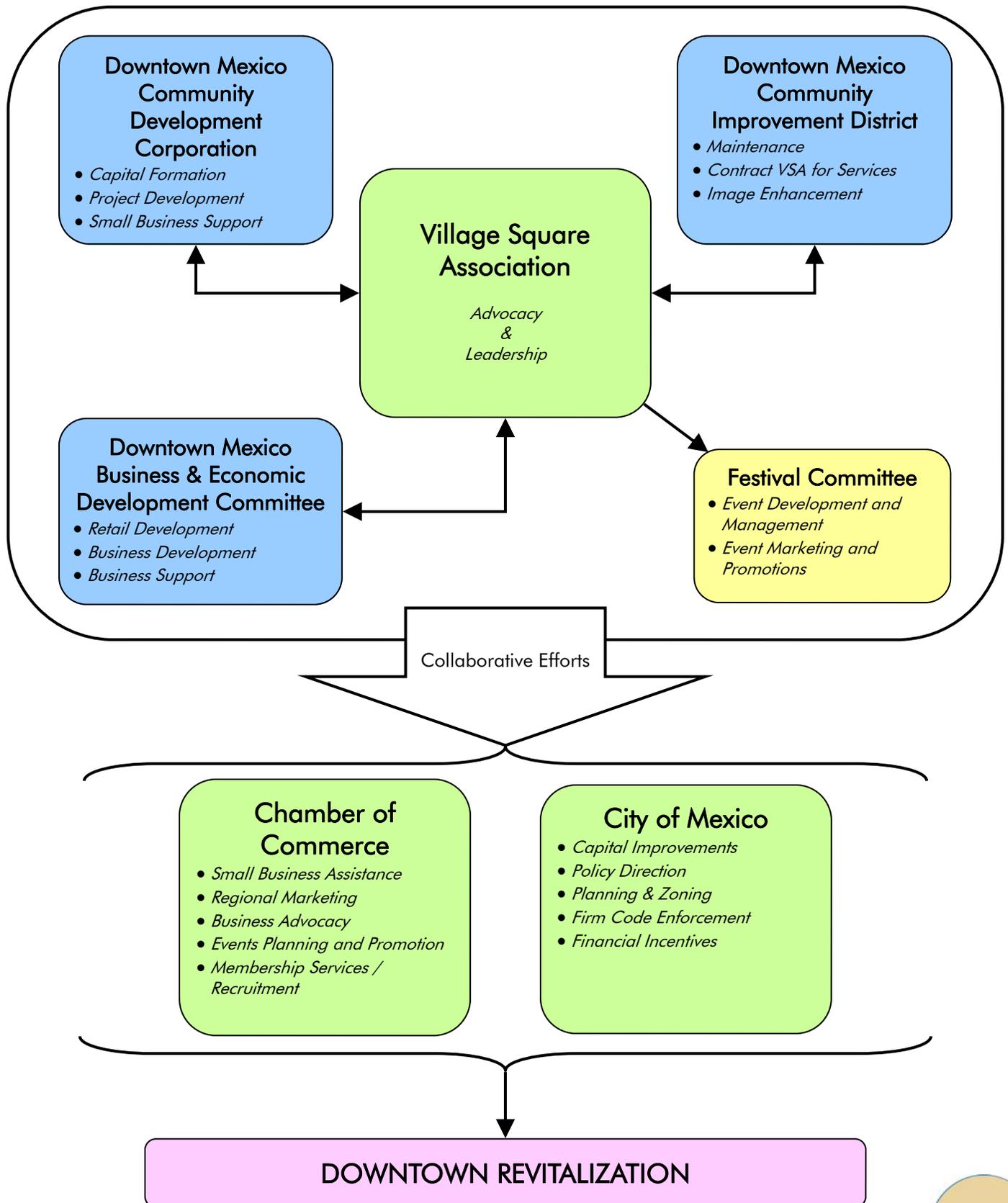
Recommended Downtown Organizational Structure

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ATTACHMENT 2-A
CITY OF MEXICO
EXISTING ORGANIZATIONAL STRUCTURE



CITY OF MEXICO
RECOMMENDED ORGANIZATIONAL STRUCTURE



Attachment 3-A

Downtown Organizations and Responsibilities

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Attachment 3-B

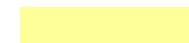
Specific Downtown Issues and Responsibilities

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Downtown Organizations and Responsibilities						
Elements of a Successful Organization	Village Square Association VSA	Downtown Mexico Community Development Corporation (DMCDC)	Downtown Mexico Community Improvement District (DMCID)	Downtown Mexico Economic Development Committee	City of Mexico	Mexico Chamber of Commerce
Leadership						
Management Characteristics						
Board Attributes						
Forming Partnerships						
Community Involvement						
VSA Funding						
Organizational Strategic Planning						
Project Planning and Facilitation						
Business Attraction, Retention, and Expansion						
Residential Development & Neighborhood Revitalization						
Downtown Advocacy						
Real Estate Development Body						
Direct Marketing						
Special Events Planning						
Retail and Event Promotions						
Safety, Security, and Beautification						

Specific Downtown Issues and Responsibilities						
	Village Square Association VSA	Downtown Mexico Community Development Corporation (DMCDC)	Downtown Mexico Community Improvement District (DMCID)	Downtown Mexico Economic Development Committee	City of Mexico	Mexico Chamber of Commerce
Building Design Standards	Essential Participant		Support Responsibility		Essential Participant	
Streetscape Design Standards	Essential Participant		Support Responsibility		Essential Participant	
Parking Lot Renovations	Support Responsibility	Support Responsibility	Essential Participant		Support Responsibility	
Wayfinding Improvements	Support Responsibility	Support Responsibility	Essential Participant		Support Responsibility	Support Responsibility
Downtown Parks	Support Responsibility	Support Responsibility	Essential Participant		Essential Participant	
Industrial Conflict	Support Responsibility			Support Responsibility	Essential Participant	Support Responsibility
Pedestrian Improvements	Essential Participant		Essential Participant		Essential Participant	
Housing Stock Improvements	Support Responsibility	Essential Participant			Essential Participant	
Façade Improvements	Support Responsibility	Essential Participant	Support Responsibility		Essential Participant	
Building Code Enforcements					Essential Participant	

 Essential Participant

 Support Responsibility

Attachment 4

The Nature of Organizational Change

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ATTACHMENT 4

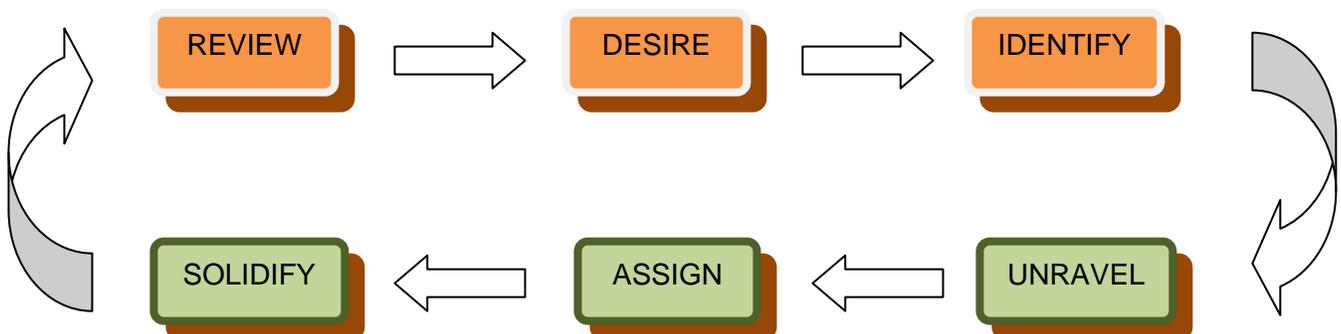
The Nature of Organizational Change

There is constant pressure on organizations to adapt to the changing conditions of their marketplace. This pressure may be external or may come from within, but cannot be avoided. The challenge for downtown revitalization oriented organizations is adapting to these pressures while maintaining the work program required for revitalization advancement.

Each group involved with the downtown will have a unique set of factors that will drive its changes and each group will also respond in its own way. Effective leadership will be required to guide the groups to a harmonious and effective solution.

Attributes of Change:

- Change is inevitable and does not discriminate
- Organizations that prepare for change will change more smoothly
- *Micro Changes* are focused on the individual and are common
- *Organizational Changes* are throughout the structure and involve reassignment of roles, reporting, and responsibilities
- *Macro Changes* are shifts of a complete and total nature
- Some changes will be more than one of the above
- Change is a process whereby the leadership of the organization desires to change, identifies the changes, unravels the old ways, assign the groups the new roles and responsibilities, and allow the structure to solidify before further review



Review:

The review step is the component where the pressures for change are monitored and recorded. This step needs to be well documented to provide the necessary reasons for changes made in later steps. This step is an honest look at the successes, and consequences, of the current organization. As the review data is analyzed, any desires to change will become clear.

Desire:

Desire is absolutely critical to effect change. From within the groups a champion or sponsor should emerge that will publicly support the effort and commit resources and attention to seeing the change through. This individual or group should work to unite the affected organizations and demonstrate the shared reasons and vision for the change.

Identify:

It is important, at this point to move into the identification step. Too often groups jump into action without proper planning and at the earliest scrutiny these actions fall apart as they have no substantive planning methodology to support them. Commitments should be obtained from the organizations and downtown stakeholders as the shared vision emerges.

It is also important to learn the motives of the key stakeholders, interested volunteers, and potential opponents to the change effort.

Unravel:

This will be a difficult task, but careful attention to the details involved in the earlier steps should help the effort.

The personal benefits of the changes, ("What's in it for Me?"), will need attention and promotion. On an individual level, the support for the changes will be decided by how difficult it will be to resist the changes. This is an important consideration.

The new roles and responsibilities must be very clear. Communication and understanding must occur effectively and timely. There will be a tendency to shift any responsibility for failures onto the new structure and this must be overcome.

Assign:

As new tasks and roles are assigned, distrust will grow. There will be questions by the individuals who desire to be the victims of the changes rather than participants. The leaders of the change effort and the champion group or individual, will come under scrutiny. The leaders will have to communicate clearly and honestly. The leaders cannot take the oppositions comments personally but should instead continue to promote the reasons why the change is important to the downtown.

Active volunteers that demonstrate the initiative to help guide the change should be encouraged. These individuals can be the examples for others to enhance their support and will have the ability to infuse the organization with their own opportunities for growth and development.

Solidify:

As the new roles and responsibilities are adapted to, an environment of trust must be built, both among the organizations and with the public. This will take time. It is critical that all groups present full support for all the other groups. Conflicts will occur, but should be discussed as objectively as possible at Board Meetings. Conflict needs to be managed in a constructive way. Avoidance or denial of the issue is not constructive and only bolsters the dissent.

Some groups will feel they need to fight for their very existence, when what they are being asked to do is to play a different role in downtown. Potentially that role could be more important than the current role, but that will depend on the desire of that group to be involved in the changes needed.

These issues may not be apparent at first. The structure will need some time to develop and the leadership must pay careful attention to address the problems that arise. Swift action may mean the difference between a total loss of support or just a needed review meeting.

As the structure stabilizes, it will be important to have honest, ongoing review sessions. This review may lead to new changes.

Change will create conflict. The leaders involved need to enter the process with the knowledge that most people will resist it, that any that support it are involved because of their own motives, and that the leadership itself will come under scrutiny. If the change is based on a solid review of existing conditions, related to the core values and efforts of the downtown revitalization efforts, and is promoting personal benefits to the involved organizations and individuals it stands a better chance at being an effective change.

There will be barriers to change. New responsibilities must not only be taught, but constantly reinforced and the individuals involved held accountable. Those resistant to changes may simply attempt to ignore the new structure and hope it goes away. Leadership must be focused on the long-term vision and willing to take on the responsibilities of leading the changes. Expectations must also be realistic and flexible.

Specific Roles for Downtown Organizational Structure Change:

There are a few roles that are typical in downtown organizational structures. Some groups or individuals will fall into more than one role. Everyone involved should seek to understand their responsibilities.

Cities tend to be sponsors as they are given legislative power over the geography of the downtown. A City government must understand the needs of downtown to effect any changes in its organizational structure. A County Commission may play a part in being a sponsor.

It is possible that a Chamber of Commerce will be strong enough to play a sponsor role. This will come about only if the City Government has relinquished its role in downtown and this is not an effective structure.

SPONSORS

This group has the power to influence the change to occur. It provides support, resources, and legitimacy.

The Champion of the change effort will likely come from this group.

The downtown organizational model has at its core a facilitation group responsible for the Downtown Revitalization effort, and is therefore responsible for any organizational structure changes required to sustain the revitalization effort.

In addition to the recommended 'umbrella' organization, other groups such as City Council Committees, Chamber Boards, Incentive Districts, and others may fill facilitator roles.

FACILITATORS

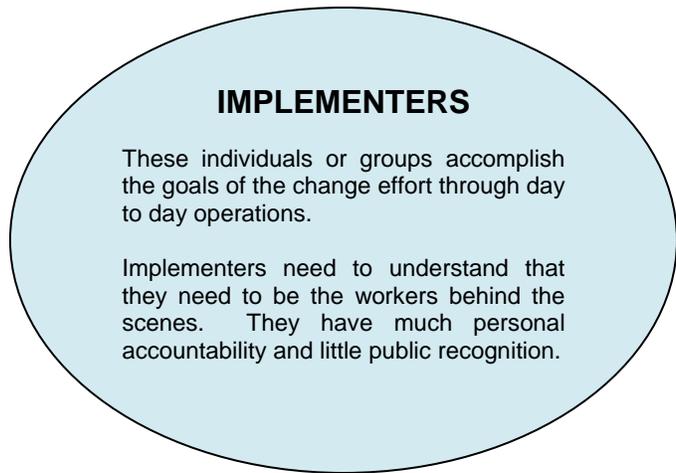
The individual/s responsible for causing the required work programs to be adopted that will affect the changes.

The umbrella downtown oriented non-profit recommended organization is in this group.

The implementers are the groups or people who actually conduct the effort of change. In a downtown this will likely be a City Staff person such as an Administrator, Planner, or a Development Director.

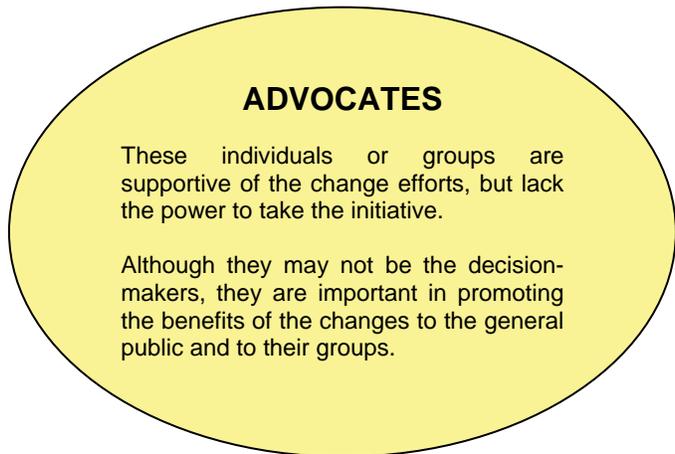
Executive Directors, Presidents of the Chamber, and Committee Chairs will also help to fill this role. There should be many implementers.

These individuals will also be the analysts as to the effectiveness of the changes occurring. It is critical that these implementers are honest about their reviews as they report to the sponsors and facilitators.



Advocates to downtown changes can be identified throughout the organizational structure and will be helpful in sustaining a broad base of support and momentum.

Business and property owners, periphery organizations such as libraries and museums, newspapers, school boards, colleges, and other City Departments are examples of advocates.



Effective leadership and desire will need to be in place at all levels of a downtown's organizational structure to adjust roles and responsibilities among groups and individuals. Knowing the process and traits of organizational changes should help those leaders bring about a smoother transition to a more effective structure. The rural downtowns of today face so many challenges, that an ineffective leadership structure can be disastrous.

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Attachment 5

Board and Committee Recommendations

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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 emotion, 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.

Attachment 6

Sample Job Description

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ATTACHMENT 6

DOWNTOWN MEXICO VILLAGE SQUARE ASSOCIATION SAMPLE JOB DESCRIPTION – EXECUTIVE DIRECTOR

Position Overview

The Executive Director position requires an energetic, results-oriented professional eager to be the champion of Downtown Mexico. 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