

ORGANIZATIONAL STRUCTURE REVIEW

EVALUATION FINDINGS AND PRELIMINARY
RECOMMENDATIONS

CITY OF SEDALIA, MISSOURI

April 18, 2008



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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:



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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 declining downtowns 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, social interaction, 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 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 the existing downtown organization, revitalization efforts, the downtown business community, and the community at-large. In evaluating 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 Sedalia (“Downtown”). Sedalia residents, businesses and political leaders speak of the importance of a vibrant Downtown. Sedalia Downtown benefits from the organizational direction of two principal organizations: (1) Sedalia Downtown Development Inc. and (2) the City of Sedalia. Providing additional direct or indirect support to Downtown are the Sedalia Central Business and Cultural District, the Sedalia Chamber of Commerce, the Scott Joplin International Ragtime Foundation, the Sedalia Area Tourism Commission, the Sedalia Convention and Visitor’s Bureau, and the Liberty Center Association for the Arts. **Exhibit 1- Existing Organizational Structure**, located in **Appendix A**, depicts the relationship of various organizations impacting the Downtown Revitalization Program. The following is a description of the organizations’ impacting Downtown and their current role in supporting the Downtown Revitalization Program. As the lead “non government” organization in the Downtown Revitalization Program, the DREAM Initiative discussed the function of the existing organizational structural with representatives of Sedalia Downtown Development Inc. within the context of an “Organizational Assessment Questionnaire.” Additional input from partner organizations, such as the City of Sedalia and the Sedalia Chamber of Commerce, was solicited by PGAV and the Program Sponsors when necessary. A copy of the “Organizational Assessment Questionnaire” is located in **Appendix B**.

Generally speaking, the existing organizational structure has addressed the needs of an emerging revitalization in Downtown. The initiatives and programs of the organizational structure have evolved from programmatic approaches such as the Main Street approach to the property owner movement to establish the Central Business and Cultural District in Downtown. Renewed collaboration between organizations involved in the promotion of Pettis County and Sedalia as a tourist destination provides a promising future of potential successes for Downtown as well as the community at-large. To 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, but the existing organizational structure provides a strong foundation for future action.

A. Sedalia Downtown Development Inc. (“SDDI”)

SDDI is a 501(c)3 established in 1993 for the specific purposes of stimulating Downtown economic development through organization, promotion, design, and to receive, administer and distribute funds in connection with the purpose of the organization. Currently, SDDI employs one full-time employee, the Administrator, who is charged with all administrative, promotional and ongoing duties of the organization. SDDI is currently located in donated space, but will be relocating as an owner to the Missouri Pacific Depot upon renovation of the building.

The Board of Directors is comprised of twelve (12) members. The Administrator is a non-voting member of the Board. Seven members must be present to constitute a quorum,

with the President only voting to break tie votes. No formal Board “positions” are designated to key stakeholders, however Board recruitment is based on an “unwritten” rule to retain certain expertise and City representation when possible. Members serve on three year staggered terms.

The Board revisits the mission and goals of SDDI on a bi-annual basis. The SDDI bylaws have been periodically amended, most recently in January 2007.

The most recent annual budget (2006) for SDDI was \$47,500. The City directly contributes over 60% of the annual budget with the Central Business and Cultural District (a taxing entity of the City) contributing over 21% of the budget. Remaining income is derived from organizational membership dues.

SDDI is based on the Main Street approach and has four committees:

- (1) Promotion: Responsible for the promotion and monitoring of Downtown’s image including signs, ads, graphics, special events, and festivals. The Promotion Committee is very active with six to eight consistent volunteers.
- (2) Organization: Responsible for fund raising, leadership development, Treasury functions, and organizational progress monitoring.
- (3) Economic Restructuring: Charged with strengthening the economic base of Downtown and recruiting new businesses. The Economic Restructuring Committee is largely inactive at this time.
- (4) Design: Coordinates historic preservation efforts and improves appearance of infrastructure. The Design Committee has played a role in the City’s streetscape improvement plans and it also reviews and approves architectural plans for projects under supervision of the Central Business and Cultural District.

B. City of Sedalia (“City”)

The City has an important role to play in all aspects of revitalization, but particularly: building code enforcement; solving zoning conflicts; financial assistance; and implementing building and streetscape design standards. The City has made an increased financial commitment to the Downtown Area in support of several capital projects, including the Depot streetscape project that is anticipated to extend throughout the Downtown Area. The City’s annual financial contribution to SDDI demonstrates the City’s commitment to providing organizational structure to the Downtown Revitalization Program.

The City’s elected officials have provided the policy framework for financial and personnel commitment to the Downtown Area by placing renewed emphasis on the special needs of Downtown. In addition, the City is undertaking an update to the City’s Comprehensive Plan and an analysis of the City’s government buildings. The Comprehensive Plan update will provide new policy direction for the Downtown Area in the context of City-wide planning, recreation, transportation and financial issues for the future. The City’s analysis

of government buildings may have significant positive consequences for Downtown as many of the existing municipal buildings are located in the Downtown Area and serve major hubs of activity. Future investments in municipal buildings within the Downtown Area will strengthen Downtown as the City's center of social and civic life, as well as improve their overall aesthetic presentation.

Recently the City has also taken measures to implement the Mid-Town TIF District. This incentive district will be located within the downtown core and is a further commitment demonstrated by the City to downtown revitalization. This will make a very valuable incentive available to redevelopment efforts.

The City increased its own "organizational capacity" by establishing the position of Community Development Director. Working as a liaison with the community, the Community Development Director's responsibilities are at the center of the City's service delivery in the areas of building code enforcement, planning and zoning, project financing and development standards. For the Downtown Area, this position provides a direct liaison for implementation of administrative and planning issues established by the City's elected officials' policy decisions. Communication and policy implementation are made more effective through increased "organizational capacity" such as the Community Development Director position.

C. Sedalia Central Business and Cultural District ("CBCD")

After petition of Downtown property owners, the City established the CBCD in 1980 to levy an ad valorem property tax on non-residential property within the CBCD to carry out certain improvements for the district. The City Council has the powers necessary to carry out certain public improvements and to promote business activity as established by ordinance. The City established a tax rate which shall not exceed eighty-five cents (\$0.85) per one hundred dollars (\$100) of assessed valuation. The City establishes the actual tax rate on an annual basis and has traditionally applied the maximum value (\$0.85).

The CBCD Board of Directors is an advisory board of the City whose members are appointed by the Mayor and approved by the City Council. The Board is comprised of 12 members with at least four (4) members being residents or being employed by, own, manage or operate a business within the CBCD. Members serve on three year staggered terms. Several CBCD Board Members also serve on the SDDI Board of Directors. The CBCD's responsibility is to make recommendations to the City Council as to public improvements to be funded by CBCD funds within the CBCD. The CBCD Board holds monthly meetings and must prepare an annual report. As an Advisory Board to the City, the CBCD does not have employees, although the City Community Development Director serves as staff liaison.

Historically, the CBCD's policy direction for the City has been oriented toward providing revenue assistance for capital improvement projects within Downtown. With the City's renewed financial commitment to implement capital improvement projects, the CBCD is changing its policy direction to emphasize greater funding for the Façade Improvement Program and the attraction of private investment through targeted grants and loans.

D. Sedalia Chamber of Commerce (“Chamber”)

The Chamber is an independent membership-funded organization whose programs involve small business assistance, convention and tourism assistance, community strategic planning (the Blue Ribbon Plan), heritage interpretation, military affairs, and promotion of the community as a retail hub in the region. The Chamber has coordinated activities to support, promote and enhance tourism in Sedalia since 1986. The offices of the Chamber are located at the edge of the Downtown Area in the historic Katie Depot.

The Chamber is comprised of five Committees/Task Forces including: organizational development; membership development; business development; tourism development; and community development. The Chamber’s involvement in administering several of these functions is described in greater detail within this section of the Memorandum. The Chamber has “liaison partnership agreements” with several non-profit organizations, including SDDI, for the purpose of facilitating cooperation in accomplishment of mutually shared objectives. As the most well-funded and fully-staffed organization, the Chamber serves as an “umbrella” organization for certain marketing and promotion activities via the liaison partnership agreements.

In the case of SDDI, the “reciprocal partnership agreement” extends affiliate memberships (at no cost) to each participating entity. The Chamber provides a representative to attend SDDI meetings and SDDI provides a representative to serve on the Community Tourism Coalition. Both organizations provide direct correspondence and share referrals to the appropriate agency regarding community and Downtown events. The Chamber includes SDDI activities and promotions on the community calendar (administered by the Chamber) and distributes SDDI materials at the Visitor Information Center. SDDI is charged with providing dates for the community calendar and distributing visitor information to be provided by the Chamber in the Downtown Historic District and Amtrak Station. Each organization will provide staffing support at special events as needed. Each will extend a web link to the other organization’s webpage.

While the “reciprocal partnership agreement” solidifies cooperation at the administrative level of each organization, it is through SDDI’s participation in the community planning initiatives – Tourism Coalition and the Community Strategic Plan – spearheaded by the Chamber that the potential fulfillment of the shared vision for the future of Downtown is established between these two organizations. In particular, SDDI’s administrative representation and active participation is important to strengthening Downtown’s position within the broader community conversations facilitated by the Chamber regarding Tourism and Community Planning.

Recognition of the Chamber as a “community-wide” organization demands balanced representation of various interests and issues within Sedalia for which Downtown is but one. However, as the social and cultural hub for the City and as the home of the Chamber’s physical presence, Downtown’s position within the context of community promotion and issue development requires a strong

“internal” voice of representation within the Committee/Task Force structure of the Chamber. The Chamber and SDDI have developed a framework for achieving meaningful dialogue and collaboration on Downtown issues, events, etc.

E. Scott Joplin International Ragtime Foundation (“SJF”)

The SJF is a nonprofit organization whose mission is to promote an understanding and appreciation of Scott Joplin’s contribution to ragtime music, along with the historic importance connected with Sedalia. SJF produces the annual Ragtime Festival, hosts a week-long Artist in Residence Program, and maintains the Ragtime Store (in the historic Bothwell Hotel in Downtown), provides year-round arts programming and year-round image enhancement..

The Ragtime Festival attracts in excess of 3,000 visitors to Sedalia and the Downtown Area on an annual basis. The introduction of Sedalia to so many from outside of the City presents tremendous opportunities for residents and visitors to “discover” or “rediscover” Downtown. Equally important is the historic and cultural connection between Scott Joplin and the Downtown Area. SJF’s efforts have continued to nurture this connection and maintain a vision and goal for artistic and cultural experiences to expand the Scott Joplin and Downtown Sedalia experience.

F. Sedalia Area Tourism Commission (“Tourism Commission”)

The Sedalia Area Tourism Commission is comprised of a five-member team. The City appoints two members, two members are appointed by Pettis County, and the Sedalia Chamber/CVB appoints one member. The Tourism Commission’s purpose is to oversee the dispersal of the Pettis County Lodging tax funds that are collected from a \$2.00 per room per day tax on the lodging facilities within Pettis County. The Tourism Commission disburses the proceeds through an annual application process to Pettis County non-profit tourism related entities and to co-op marketing (Chamber, CVB, Missouri State Fair, etc).

G. Sedalia Convention and Visitor’s Bureau (“CVB”)

The CVB promotes Pettis County to increase the number of visitors to the area, thus making a strong contribution to the economic and cultural environment. An agreement between the City and the Chamber provides for the management and operation of the CVB, thereby strengthening the Chamber’s ability to coordinate tourism activities. However, the CVB is the lead organization concerned with the development and promotion of tourism activities on behalf of the Sedalia/Pettis County Area.

Projects of the CVB include:

- Supporting groups visiting Sedalia by offering assistance in the areas of event planning, special functions, and appreciation activities;
- Marketing and promotion of the Sedalia Area and encouraging visitors to select Sedalia as their destination; and

- Special projects to enhance the Sedalia Area as a visitor destination.

The CVB Director is responsible for implementation of tourism plans and coordinates tourism development activities. The Chamber staff shares implementation of the CVB's activities.

H. Tourism Coalition

The Tourism Coalition was established to coordinate the efforts of the many organizations involved with the Sedalia/Pettis County Area's tourism activities, and to improve communication and cooperation between and among the various organizations. Tourism Coalition membership consists of representatives from all relevant tourism related organizations and businesses. The Tourism Coalition lends assistance in support activities for visiting groups, oversees the implementation of the Tourism Development Plan, provides leadership for tourism enhancement projects, supports educational programs, and revises/updates the Tourism Development Plan on an annual basis.

Beginning in March 2005, the Tourism Coalition completed an update (the first update since 1992) to the Tourism Development Plan for Sedalia/Pettis County in April 2006. Goals and objectives incorporated into the Chamber's "reciprocal partnership agreements" formed the basis for many of the updated goals and objectives. The Tourism Coalition is charged with an annual review and update of the Tourism Development Plan to recognize achievements and adjust objectives and goals as needed. The Tourism Coalition meets monthly to encourage ongoing cooperation in event and tourism promotion.

Members of the Tourism Coalition include:

- AgriTourism
- Bothwell Lodge State Historic Site
- City of Sedalia
- City of Sedalia Parks & Recreation
- Convention and Visitors Bureau
- Daum Museum of Contemporary Art
- Liberty Center Association for the Arts
- Missouri State Fair & Foundation
- Pettis County Historical Society
- Scott Joplin International Ragtime Foundation
- Sedalia Area Chamber of Commerce
- Sedalia Downtown Development, Inc.
- Sedalia Heritage Foundation
- Sedalia Tourism Commission

I. Pettis County Chapter 353 Redevelopment Corporation ("County 353")

The County 353 was created in 1999 for the purpose of acquiring and making necessary structural improvements to 322 Ohio (Missouri/Sedalia Trust Company Building), with the intent to actively pursue a development entity to acquire and complete redevelopment of the 322 Ohio. The Department of Natural Resources provided a loan to the County 353 in support of certain structural improvements to the building with the intent of repayment occurring upon the disposition of the property by the County 353. After several years, the County 353 still owns the property and the solicitation of private investment has not been

actively occurring. The Missouri/Sedalia Trust Company Building is located across from the Bothwell Hotel and its prominent location, as well as unique architectural characteristics, make this a marquee building and signature “marker” in the Downtown streetscape. Without initial success in attracting private investment to 322 Ohio, the County 353 has essentially become inactive, and the building’s condition continues to deteriorate.

J. Liberty Center Association for the Arts (“Liberty Center”)

The Liberty Center is a multidisciplinary cultural center offering a wide variety of programs; theater productions; classes in art, music, theater, and creative writing; rotating exhibitions of contemporary art; and vocal and band concerts. Liberty Center is an umbrella organization offering help and support to the Sedalia Harmony Chorus, the Sedalia Concert Band, the Sedalia Chorale and the Sedalia Visual Arts Association. Located in the Lona Theatre in Downtown, the Liberty Center’s program’s attract residents and visitors to Downtown Sedalia. In addition, Liberty Center promotes the Lona Theatre for special events such as weddings, business meetings, seminars, etc.

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.

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 it is very important to 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. 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 completion of Revitalization Program goals and objectives. Project oversight will be a large component of all Downtown revitalization organizations and project success depends upon the organizations' abilities to do so.

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 viewed 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

Sedalia's Downtown "organizational structure" has several active and engaged entities that have demonstrated a commitment to providing leadership, resources and energy to the City's evolving Downtown Revitalization Program. As such, the current "organizational structure" has established a strong foundation for incorporating the elements of successful organizations and revitalization efforts described in Section III. However, there are a few elements that are not currently being addressed, or have not been historically needed, which may become important features of the Downtown Revitalization Program. Evolving needs require increased "organizational structure capacity" to address these elements in the future. In addition, several of the existing organizations could increase their own capacity to support the Downtown Revitalization Program through growth, collaboration, planning and increased financial resources.

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 Assessment Review component of the DREAM Initiative.

RECOMMENDATIONS FOR NEW ORGANIZATIONS

The following recommendations for new organizations primarily focus on increasing the financial capacity of the existing "organizational structure" in order to utilize public funding, attract and leverage private capital, and promote increased economic activity. **Board membership for the new organizations should be represented by existing Board Members from other key organizations involved in Downtown in order to ensure continuity of planning, policy, and administration of the Downtown Revitalization Program.** The City, CBCD, and SDDI already utilize this practice in recruiting Board Members; and its extension to the new organizations should be promoted. **Exhibit 2a-Recommended Organizational Structure, and Exhibit 2b – Recommended Organizational Structure (Marketing/Promotion),** located in **Appendix A,** depict the recommended interaction of the various existing and new organizations impacting the Downtown Revitalization Program.

A. Downtown Sedalia Community Development Corporation ("DSCDC")

The DSCDC will be a Downtown based non-profit corporation formed to conduct public benefit projects and other redevelopment activities. The DSCDC can 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 DSCDC is

organized in the same manner as other non-profits, pursuant to Ch. 355 statutes. Membership of the organization will be made up mainly of participating banks but can include local businesses. Funding for the DSCDC 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 of Directors should be made up of representatives from the primary bank members, the City, and SDDI.

Currently a for-profit CDC is being explored to focus on the Arts Initiative and other redevelopment financing efforts. This is an acceptable alternative if the CDC works closely with SDDI, the downtown's non-profit organization.

B. Downtown Sedalia Redevelopment Corporation ("DSRC")

The DSRC will be a tool for stimulating construction of new housing and commercial development. If a Ch. 353 Redevelopment Area is established, the DSRC will be able to utilize unique financial tools as well as facilitate property acquisition, when needed. The DSRC will work closely with DSCDC in spurring real estate development in Downtown. The DSRC must be organized as a for-profit corporation, with limitations on earnings, to take advantage of Ch. 353 statutes. Board Members for DSRC should be represented by Board Members of DSCDC, the City, SDDI, and CBCD.

Should the for-profit CDC with the focus on the Arts Initiative be formed, the Urban Redevelopment Corporations required for Chapter 353 abatements can be formed as needed.

C. Downtown Sedalia Community Improvement District ("DSCID")

The DSCID will provide an extra level of public service to the Area through an added sales tax. The DSCID will channel private sector energy towards the solution of public problems. The DSCID will work with the City and the CBCD to provide increased public financing resources resulting from private investment to meet the comprehensive objectives of the Downtown Revitalization Program. Funds generated by DSCID should be used to provide district marketing, administrative support, retail promotions, help improve local business practices, assist with Downtown beautification, and encourage redevelopment of buildings.

It is recommended that DSCID contract with SDDI to provide administrative and technical services for ongoing administration of DSCID (note this will require an increase in staffing at SDDI). Essentially, the funds provided by DSCID to SDDI will strengthen the capacity of SDDI to expand its marketing and promotion programs and materials, increase Façade Improvement Program funding, and concentrate on retail and business attraction.

The DSCID 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 by the City 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, and
- Cost estimates of improvements

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 an SDDI committee, the proposed DSRC, and the DSCDC if possible). 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. The DSCID is recommended to levy an additional sales tax only, unless the property tax is also assessed to “eliminate” the CBCD property tax.

D. Arts Alliance

The Arts Alliance is newly formed group of individuals seeking to attract artists to live and work within Downtown Sedalia. Utilizing connections to the Daum Museum and showcasing examples of renovated buildings used as studio or art lofts along Main Street, the Arts Alliance has come together to promote Downtown. At the time of the Organizational Assessment, the Arts Alliance is still evaluating its ongoing role and formal organizational structure. A possible future alternative is to either form the Arts Alliance as a Community Development Corporation (in lieu of the DSCDC) or to organize separately from DSCDC, but utilize the benefits of DSCDC to offer lower-interest loans, gap financing and other financial incentives to promote art work/living spaces in Downtown.

RECOMMENDATIONS FOR EXISTING ORGANIZATIONS

The following existing organization 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 ensure long-term sustainability of SDDI and its partner organizations. As previously noted, the funding necessary to sustain these organizations will be addressed in more detail in the Financial Assessment Review component of the DREAM Initiative.

E. SDDI Recommendations

The current staffing of SDDI should be increased to support the administrative, promotion, and membership development activities of the organization. The Administrator is currently tasked with all aspects of the organization and must often “default” to administrative duties (i.e. typing minute notes, answering phones, etc.) at the expense of membership development, program administration, organizational strategic planning, volunteer

recruitment, and representation at meetings of other organizations impacting Downtown. At a minimum, a part-time Administrative Assistant should be hired to assist with many of the “office administrative” duties in the short-term. However, a full-time Administrative Assistant is preferred over the long-term in order to significantly improve the Administrator’s ability to focus on Program and Marketing duties.

Should the DSCID recommendation be put in place, two alternative marketing/promotions strategies are recommended. The first alternative recommends that SDDI hire a Promotions/Marketing Coordinator to assist the Administrator. The administration of both the DSCID and SDDI by the Administrator should emphasize policy and program development, organizational planning, business recruitment/retention, and project financing administration. A Promotions/Marketing Coordinator will improve coordination among other marketing organizations, the Tourism Coalition, and the anticipated Marketing Plan to be developed as a part of the DREAM Initiative. A second alternative is for SDDI to provide additional funding to the Chamber for additional Chamber personnel to provide part-time marketing/promotional dedicated solely to assisting SDDI for Downtown promotions and marketing.

With increased staffing, the Administrator will be able to allocate resources towards the goals and objectives of SDDI. As such, the Board Members and the Administrator should institute an annual retreat and strategic planning process to review SDDI’s goals and objectives, provide organizational and program management measures, and establish a process for encouraging Board Members and Committee representatives to clearly define their roles as volunteers and stewards of SDDI and its programs. For example, the St. Joseph Downtown Partnership prepares a Strategic Plan for the “downtown area” every 3-4 years (depending on achievements and goals). During the intervening years between the Strategic Plan, the Board of the St. Joseph Downtown Partnership hold an annual retreat (typically 1 day) to prepare an “Annual Action Plan” to guide and carry-out actions of the Downtown Partnership over the course of a year in fulfillment of the Strategic Plan for Downtown St. Joseph.

The additional staffing provides the Administrator with increased opportunities to enhance Downtown “partnerships” through increased membership recruitment (including businesses outside of Downtown); regularly scheduled participation at other partner meetings (i.e. Chamber meetings, Tourism Coalition, City meetings); and one-on-one meetings with developers (in or out of area), prospective business owners and property owners. To assist in the ongoing financial stability of SDDI, the Administrator, Board Members and volunteers need to increase fundraising and sponsorship activities.

The Promotions Committee representatives can supplement the Administrator’s representation at Chamber and other affiliate non-profit entity Board and Committee meetings to advocate for Downtown and ensure that SDDI fulfills its partnership commitments for the general promotion and marketing of Sedalia as a place to visit.

The Economic Restructuring Committee has the opportunity to redirect its short-term focus towards the recruitment of developer and private investor interest. As redevelopment and rehabilitation of buildings/properties occurs, the Economic Restructuring Committee will gradually return to its initial mission of business recruitment. Many of the tools and

planning outcomes of the Dream Initiative (i.e. Housing Market Study, Retail Market Study, Financial Assistance Evaluation) can be used by the Economic Restructuring Committee to assist in developer and private investor recruitment.

SDDI amended its Articles of Incorporation in January 2007 to buy or otherwise acquire, own, hold, sell or otherwise dispose of and to mortgage or otherwise encumber real property of all kinds in the State of Missouri. SDDI is limited in its financial tools vis-à-vis the potential financial tools available under DSRC. However, under circumstances for property acquisition, property “banking”, etc. this is a viable option to the formation of DSRC and one that deserves recognition as a possible approach as well.

A consistent effort to broaden volunteer recruitment needs to be made. The SDDI “core” volunteers are effective and enthusiastic. However, there is a limitation to the number of volunteer hours this limited group can donate. An expanded volunteer pool will increase SDDI’s capacity for events, programs and policy influence, as well as strengthen the connection of the community to the Downtown Area.

F. City of Sedalia Recommendations

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 significant State and Federal resources, and this practice is the most effective means for accomplishing large-scale capital and infrastructure projects such as the streetscape program and combined sanitary sewer separation project. 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 partnership with SDDI, in educating and informing the Downtown community about the benefits of establishing the Downtown Sedalia Community Improvement District. 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 continue the City’s capital improvement program, strengthen SDDI’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 DSCID 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 continue the evaluation of applying for and receiving Certified Local Government (CLG) status to enhance the documentation of Downtown’s historic buildings and to strengthen preservation efforts. The City’s designation as a CLG will provide access to additional State funding for preservation efforts and provide additional guidance on preservation standards.

It is recommended that the City provide administrative clerk assistance for Central Business and Cultural District Board Meetings. As an advisory board and public body, the CBCD meeting notes should have the same standard and formatting as other Boards of the City. In particular, the CBCD Board makes recommendations for the use of public funds and it is anticipated to increase its recommendations commiserate with greater investment activity. While the Community Development Director attends these meetings as the City's liaison, the Community Development Director role should be to inform and actively participate in the Board Meetings rather than serving as the recorder of meeting minutes.

G. Marketing/Promotion Recommendations

The DREAM Initiative will provide SDDI with a marketing assessment and overall marketing plan for the promotion of Downtown. This Marketing Plan will address the unique aspects of Downtown as a "marketable product", within the community and to visitors. Downtown's success is also connected to the broader marketing and promotion of Sedalia as a destination unto itself. As a result, Downtown businesses, special events and development opportunities should be broadly represented by the organizations that promote Sedalia and the surrounding area – the Chamber and the CVB. The framework currently exists for including and collaborating on Downtown promotion among these organizations. This partnership should strengthen its collaborative process to enhance the "destination experience" to be offered by Downtown – which also includes other Downtown organizations and Chamber partners. Without a strong "destination experience" the Chamber and SDDI will continue to struggle with Downtown's position within the tourism and community experience.

According to the Chamber, the ongoing tax collection associated with the Lodging Tax has been relatively flat at \$149,000. All organizations seeking funding from this source competitively apply to the Tourism Commission. As a result, on any given year marketing and promotional funding is shifted among the Tourism Coalition members, often at the expense of one organization to another (as SDDI has experienced). As a room tax, and not a hotel sales tax, the revenue generated is based on room nights sold and not on the rate and occupancy of hotels. This data indicates that the number of visitors staying in lodging accommodations is relatively fixed. The marketing and promotion of the Pettis County/Sedalia has been effective in maintaining a consistent visitor overnight stay, but has not increased the length or number of net new visitors on an annual basis.

The Tourism Coalition and the 2006 Tourism Plan demonstrates the community's recognition that collaboration in this area is possible and should occur on an ongoing basis in order to enhance the "visitor" experience and increase the length or number of overnight visitor nights. SDDI must play an active role in advocating Downtown's role in the future "destination experience" of Sedalia. As a part of this activism, Downtown needs its own consistent sources of funding (i.e. CID, City Allocation, etc.) to ensure that the physical and economic transformation of Downtown continues to accelerate. Equally important are dedicated sources of funding, such as CID revenues, to provide for budget funding dedicated to the promotion and marketing of specific Downtown activities, events and businesses. The current sources of funding are insufficient to specifically meet the

needs of Downtown promotion as too many organizations are requiring increase funding from a relatively fixed source of revenue at this time.

H. Sedalia Chamber of Commerce

The Chamber's Business Development Committee provides a significant resource for start-up and ongoing businesses. As SDDI's business recruitment efforts increase, the Chamber's capacity and information sharing should be incorporated into SDDI's efforts to stimulate and sustain new and existing businesses in downtown. Either through active participation or through a possible membership "dues sharing" or "dues discounts" these business development resources will be critically necessary to the ongoing success of downtown businesses. The Chamber could also offer new businesses to the downtown DREAM area a discount or waiver of their first year's dues. SDDI could match that waiver. Such a program can be very beneficial to membership organizations in that it will solidify and draw-in potential new members and will assist the businesses integration into the Sedalia downtown business network.

SECTION V

SUMMARY OF ROLES AND RESPONSIBILITIES FOR SUCCESSFUL REVITALIZATION

The interaction of the various organizations and the assigned roles and responsibilities of each particular organization will remain dynamic as progress is made. Current roles and responsibilities will change as goals are met, projects are completed, new issues arise, and organizations redefine goals and objectives. **Exhibit 3a - Preliminary Recommendations of the Responsibilities and Roles of the Various Downtown organizations** is located in **Appendix A**, as is **Exhibit 3b - Specific Downtown Issues and Responsibilities**.

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 although exceptions can be justified). 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.

Ultimately, the Downtown Revitalization Program will achieve sustainable success when the private sector has fully embraced the challenges and opportunities for Downtown while accessing the public sector for supplemental and basic needs. As a result, the Board make-up should typically include a majority of members represented by private or Downtown interests, with public entity participation membership making up the minority, unless noted in the recommendations. Initially, the balance between private and public sector may be a more balanced representation on Downtown organizational Boards, but over time the private sector should move into majority representation. This helps to make certain that a Downtown focus will be kept, and that the private sector is driving the effort.

It is recommended that the City and SDDI actively educate and promote the benefits of the DSCID to Downtown property owners and the community as a foundational step in implementing the enhancements to the Downtown organizational structure. Strengthening of collaboration between the Chamber and SDDI is encouraged with additional recommendations potentially provided within the DREAM Initiative's Marketing and Destination Assessment.

Cooperation extends beyond Downtown to organizations that impact Downtown through their own broader efforts and activities in the City and Pettis County. Ongoing dialogue and recurring information sharing (such as strategic planning like the Tourism Plan) ensures that Downtown's "partner" organizations contribute to the overall success of the Downtown Revitalization Program.

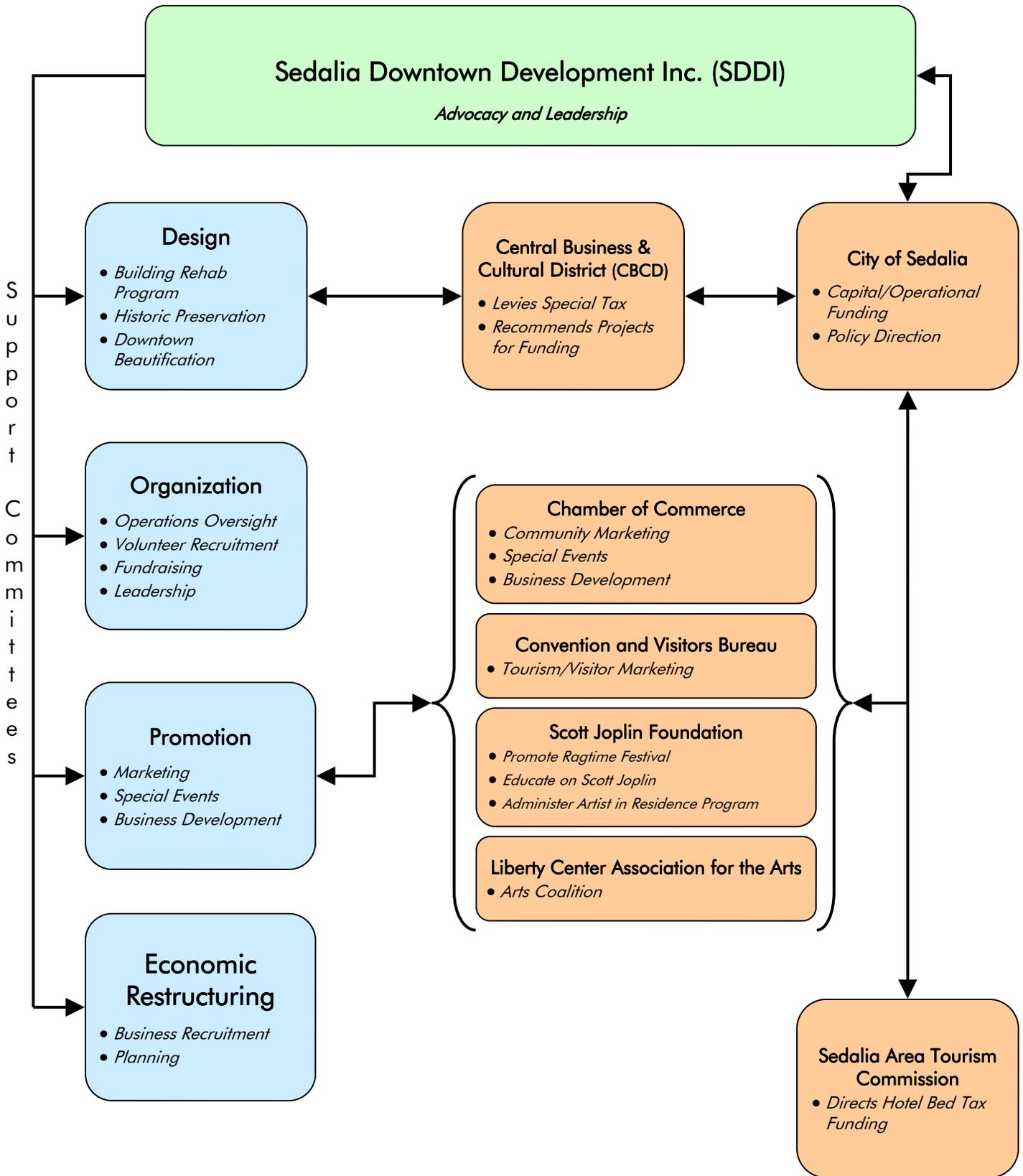
Future DREAM Initiative work will assist in development and improvement of the various funding components, market analysis, and overall strategy development.

Appendix A

Organizational Structure Exhibits

EXHIBIT I

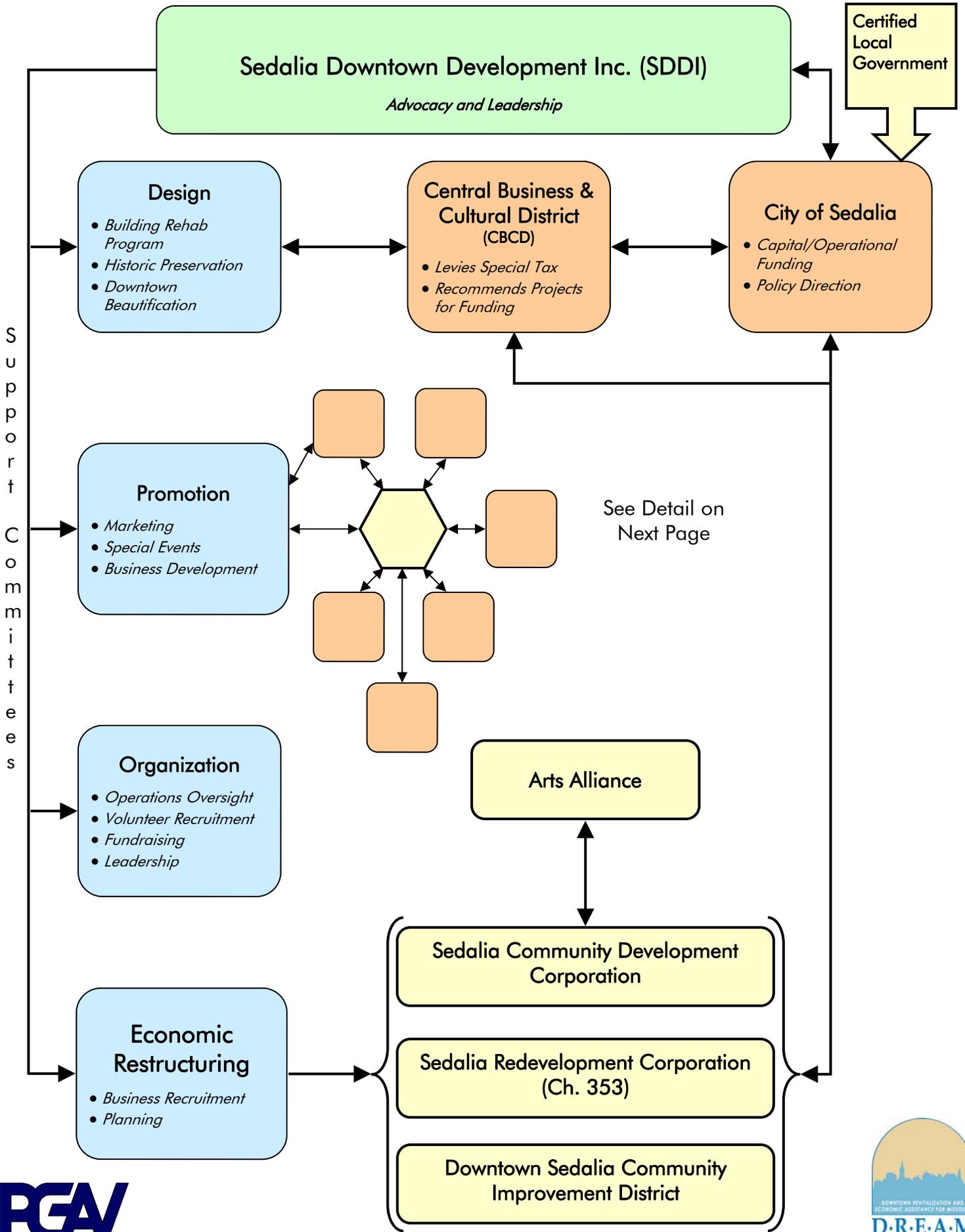
EXISTING DOWNTOWN ORGANIZATIONAL STRUCTURE



Sedalia Redevelopment Corporation (Ch. 353)



EXHIBIT 2a
RECOMMENDED DOWNTOWN ORGANIZATIONAL STRUCTURE



RECOMMENDED DOWNTOWN ORGANIZATIONAL STRUCTURE (MARKETING/PROMOTIONS)

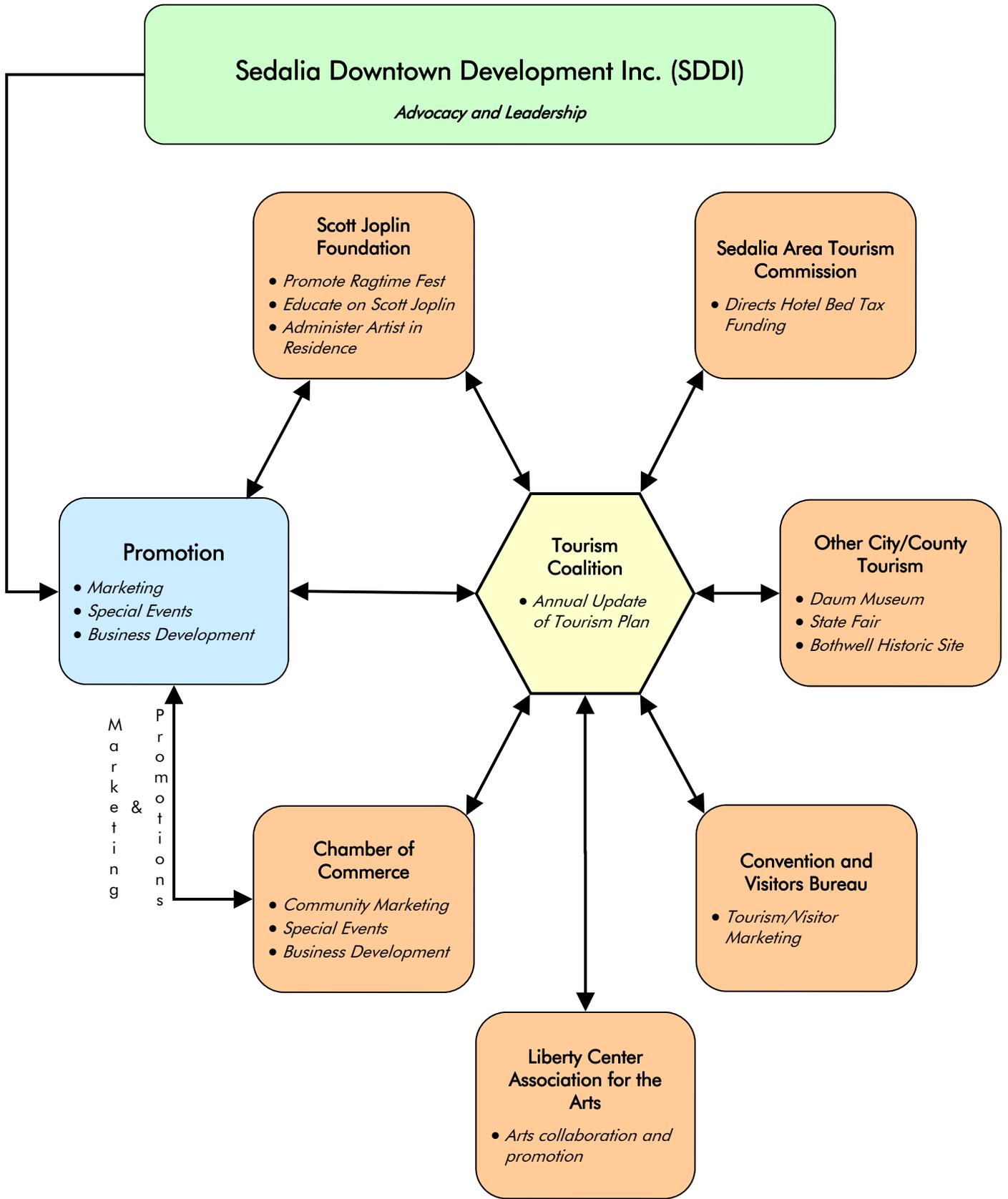


Exhibit 3a - Downtown Organizations and Responsibilities					
Elements of a Successful Organization	Existing Organizations		Recommended Organizations		
	Sedalia Downtown Development Inc.	Sedalia Business & Cultural District	Sedalia Community Improvement District	Sedalia Redevelopment Corporation	Sedalia Community Development Corporation
Leadership					
Management Characteristics					
Board Attributes					
Forming Partnerships					
Community Involvement					
Organization Funding					
Organizational Strategic Planning					
Project Planning and Facilitation					
Business Attraction, Retention, and Expansion					
Residential Development and Neighborhood Revitalization					
Downtown Advocacy					
Real Estate Development Body					
Direct Marketing					
Special Events Planning					
Retail and Event Promotions					
Safety, Security, and Beautification					

 Essential Participant

 Support Participant

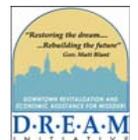


Exhibit 3b - Specific Downtown Issues and Responsibilities

	SDDI	Sedalia Community Improvement District	Sedalia Community Development Corporation	Sedalia Redevelopment Corporation	CBCD	Tourism Commission	City of Sedalia	Chamber of Commerce	CVB
Building Design Standards	Essential Participant				Support Responsibility		Essential Participant		
Streetscape Design Standards	Essential Participant				Support Responsibility		Essential Participant		
Retail Attraction	Essential Participant	Support Responsibility	Support Responsibility	Essential Participant	Support Responsibility		Essential Participant	Support Responsibility	
Wayfinding Improvements	Essential Participant	Essential Participant			Essential Participant	Support Responsibility	Essential Participant	Essential Participant	Essential Participant
Pedestrian Improvements	Essential Participant	Essential Participant			Essential Participant		Essential Participant		
Housing Stock Improvements	Essential Participant		Support Responsibility	Essential Participant			Support Responsibility		
Façade Improvements	Essential Participant	Support Responsibility			Essential Participant		Support Responsibility		
Building Code Enforcements	Support Responsibility				Support Responsibility		Essential Participant		

 Essential Participant

 Support Responsibility



Appendix B

Organizational Assessment Questionnaire

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, Etc.

19. Is there a clearly written, updated mission statement?

20. Is there a strategic plan?

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 an annual process for setting/renewing goals?

25. Does the board/steering committee agree on what it should accomplish in the short term (2 years)?

26. Does the board steering committee agree on what it should accomplish in the long term (3-10 years)?
27. Are the organizations bylaws up to date?
28. Is there a mechanism requiring short and long term planning for the board and its committees?
29. Does the organization periodically assess its:
- k. Mission, goals and strategic plan?
 - l. Committee structure and performance?
 - m. Board membership and participation?
 - n. General membership participation?
 - o. Follow through on commitments?
 - p. Budget and goal setting process?
 - q. 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:
- r. The board
 - s. The officers
 - t. Executive director
 - u. The committees
 - v. Specific individuals
 - w. The membership
 - x. 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?