

DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

FEBRUARY 2010

ORGANIZATIONAL STRUCTURE REVIEW

EVALUATION FINDINGS

Sikeston, Missouri



DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

Sikeston, Missouri

ACKNOWLEDGMENTS



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SECTION I

INTRODUCTION AND EXECUTIVE SUMMARY

A. INTRODUCTION

All cities are unique in terms of their physical assets, community resources, history, and sense of place. A community's overall health is greatly influenced by the viability of its downtown. From a societal standpoint, downtown embodies the heritage of the community and affords it a sense of identity. A Downtown Revitalization Program encourages a dynamic downtown which features unique retail opportunities, tourist attractions, employment possibilities, and recreational outlets to residents and visitors. Downtown revitalization can benefit cities by improving their economic base, fiscal condition, and well being of residents. And, equally important, the reemergence of downtown as a diverse and enjoyable place to be will help to create a positive and lasting image of the entire community.

Downtown revitalization is a community process that requires local champions and promoters, people who are willing to invest time and effort to make the established program for downtown succeed. 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 support. The Downtown Revitalization Program involves coordinating a complex but interrelated series of events, relying heavily upon the cooperation of various community groups.

Successful revitalization will depend on a variety of components including:

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

To ultimately achieve the goal of a successfully revitalized downtown, it is important to assess the existing downtown organization, revitalization efforts, the downtown business community, and the community at-large. This document begins that process with an examination of the structure of the organization that will lead the rebirth of Downtown Sikeston. Upon analysis, it may be determined that the existing organizational structure is quite sufficient to continue the revitalization effort, that the organization will benefit from some minor or limited adjustments, or that some significant changes are required. During the evaluation of an existing organization or committee, the decision must be made as to whether or not that organization 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 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 and functions of a successful revitalization organization into a single working unit. However, setting up a new organization(s) requires additional resources and must be done carefully or it may only be seen as an extension of previous failed efforts or ineffective organizations. In Sikeston, downtown revitalization will have the advantage of building upon previous successes as a result of past and current efforts, by Historic Midtown Development Group (HMDG).

B. EXECUTIVE SUMMARY

Recommendations noted in this report represent steps that should be taken in order to achieve an Organizational Structure for the HMDG to attain sustainability and drive the revitalization of Downtown Sikeston. These recommendations can be implemented in part, or in whole, and there may certainly be other possible scenarios that the City of Sikeston leadership feels are more fitting to its unique circumstances. The principal recommendations or achieving sustainability of HMDG and spurring Downtown redevelopment include:

- **Formation of a Sikeston Downtown Community Improvement District (SDCID)**
A CID can be used very effectively for a broad range of development and organizational activities that benefit Downtown. It is recommended that the SDCID be created as a political subdivision. As a political subdivision, funds would be generated through 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 Sikeston. 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. The SDCID is proposed to collaborate with HMDG regarding the expenditure of CID funds.

- **Creation of a Sikeston Downtown Community Development Corporation (SDCDC)**

The SDCDC 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 Sikeston, including: housing development, commercial real estate development, economic development, and small business development. The formation of SDCDC should be comprised of participating banks and can include local businesses that help fund the organization through donations, grants, and other forms of investment.

The City and HMDG should begin the task of developing a promotion program to local banks to participate in the SDCDC. Promotional materials for spreading information regarding the SDCDC among local business, perspective businesses and developers should also be produced.

- **Establishment of Sikeston Downtown Redevelopment Corporation (SDRC)**

Though not necessarily required in the near term, this type of development tool may be appropriate at some later date. It is an appropriate tool for stimulating new housing and commercial development in Downtown. Organized as a for-profit corporation pursuant to Ch. 353 RSMo, a Downtown Redevelopment Corporation would be positioned to take advantage of tax abatement for any improvements occurring as a result of plan implementation.

Again, as with the CID and the SDCDC, the City and HMDG will, at the appropriate time, need to begin formulating procedures for disseminating information regarding the SDRC to appropriate audiences.

In addition to the creation of new Boards and committees, there are recommendations which principally involve increasing the administrative and marketing capacity of the existing organizational structure of Downtown Sikeston. The following are priority recommendations for the existing organizations:

- **Promote the Historic Midtown Development Group, Inc. (HMDG) as the Lead Organization in Downtown Sikeston's Redevelopment**

HMDG should begin to assist with the identification, development and creation of appropriate supporting organizations and committees that collectively will provide the leadership for Downtown Sikeston. The task of improving and maintaining Downtown Sikeston will require a major commitment of the entire community. As the various planning studies and planning documents are developed during the DREAM process, it should become very apparent that considerable work will need to be accomplished over the coming years. HMDG will be proposed as the leading entity to promote Downtown Sikeston. The executive director will require part-time and seasonal staff to help facilitated the DREAM Initiative goals for Downtown Sikeston.

- **Expand the HMDG Downtown Promotions Committee**

The HMDG's Promotions Committee should be expanded to include representation from the Sikeston Area Chamber of Commerce's Special Events Committee, the Little Theatre, and other similar organizations. The addition of these organizations as active participants of this Promotions Committee will expand the skills and level of diversity that is currently available on this important Committee. This Committee would be the lead body responsible for all downtown event development and management as well as overall marketing and promotional activities.
- **Change Name to Historic Downtown Sikeston**

The name Historic Midtown Development Group is confusing. The name mentions "Midtown" which is nebulous and it does not mention "Downtown" or "Sikeston." The leading organization for Downtown Sikeston should have a name which reflects its mission, location and service. Historic Downtown Sikeston is currently used in the HMDG logo and mail flyers. Historic Downtown Sikeston is user friendly to citizens, visitors and businesses. The name reflects a real and tangible location which is important for the lead organization of Downtown Sikeston.
- **HMDG Downtown Economic Restructuring & Development Committee**

The current Downtown Economic Restructuring Committee should be expanded to include the task of addressing the economic development needs of downtown. Not only would the committee be responsible for general business development in Downtown, but it would also be charged with Downtown retail development. Retail development should encompass the majority of the work for the committee.
- **City of Sikeston**

The City of Sikeston's involvement in Downtown Revitalization remains critical to its success. In that regard the City should assist in the development of all necessary political subdivisions and districts as well as participate in the appropriate boards. The City should also continue to take the lead in the tough decisions that lie ahead. Included among those are:

 - The City will need to provide attention to downtown code enforcement, historic preservation establishment, design guidelines adherence, and preparing wayfinding and signage.
 - The City should continue to beautify Downtown. Expansion of the streetscape theme throughout Downtown will show the City's commitment to the area.
 - It is recommended that the City take a supporting role, in partnership with HMDG, in educating and informing the downtown community about the benefits of establishing the SDCID, SDCDC and SDRC.

- **Sikeston Area Chamber of Commerce**
The Chamber's association with the HMDG should continue and, where appropriate, be expanded. The Chamber's active regional marketing program can afford numerous benefits to Downtown Sikeston. For example, the Chamber's business development, small-business, entrepreneurial education, and networking opportunities can be increasingly important to the success of Downtown's revitalization as business growth occurs. Identifying future opportunities to deliver these resources to Downtown businesses, 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. Feature articles on Downtown Sikeston should be regular content in "The Avenue", the Chamber's magazine.
- **Sikeston Convention and Visitors Bureau (CVB)**
The CVB should also continue to work with HMDG on the promotion of Downtown events such as the Lunch with the Clowns, Cowboy Up Arts Festival, The Cotton Ramble and Cotton Festival. The CVB should help to market Downtown Sikeston as a destination for shopping, dining and entertainment.

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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. Sikeston's residents, businesses and political leaders speak of the importance of a vibrant Downtown and their interest in Downtown Revitalization. The Downtown Revitalization that has occurred to date is primarily due to 3 organizations: the City of Sikeston, Historic Midtown Development Group (HMDG), and the Sikeston Area Chamber of Commerce. These organizations are supported by a number of volunteers as well. Appendix 1- Existing Downtown Organizational Structure, depicts the relationship of various organizations impacting the Downtown Revitalization Program. The following is a description of those organizations and their current role in supporting the Downtown Revitalization Program. The DREAM Initiative discussed the function of the existing organizational structure with a representative of the City of Sikeston and HMDG within the context of a "Downtown Organizational Assessment Questionnaire." A copy of the "Downtown Organizational Assessment Questionnaire" is located in the Appendix 2.

A. Historic Midtown Development Group, Inc. (HMDG)

The HMDG was founded in 2006 as a 501(c) 3 not-for-profit organization with a primary objective to grow and promote Downtown Sikeston. Located in City Hall, HMDG owns no real property but is provided free office space by the City.

As the principal organization working with the Missouri Main Street Program, HMDG and the City have taken a number of steps to move Downtown Sikeston forward. In that regard and as a Main Street Community, HMDG is structured around the following four committees that are traditionally associated with the National Main Street Program:

- ❖ Organization – Membership, organizing volunteers and fund raising;
- ❖ Economic Restructuring – Recruitment and maintenance of Downtown businesses;
- ❖ Promotion – Encouraging and organizing retail and social functions; and
- ❖ Design – Streetscape and façade enhancements.

These committees operate under the direction of the HMDG Board and the committees generally meet on an as-needed basis.

Funding for the HMDG is provided through a number of sources including Neighborhood Assistance Program funds that are available through the State of Missouri; voluntary donations and membership donations; and funds generated through the sale of goods and services. While there is not a dedicated annual funding allocation, the City and the Board of Municipal Utilities has provided funding in the past. These funds were used for operations at HMDG. Together, these funds allow HMDG to retain the services of an Executive Director, undertake a variety of promotions and special events, maintain an

interactive web site, publish a monthly newsletter, prepare marketing materials, and conduct other beneficial activities on behalf of Sikeston's Downtown property owners and merchants.

The HMDG offices are located in City Hall, free of charge. In addition, the City provides electric and internet service, office furniture and equipment (computer, printer, copier and use of other equipment that HMDG may require). Office supplies and operational expenses (telephone service, web hosting) are paid by HMDG. The area covered by HMDG activities is the same as the DREAM Area boundaries (see Exhibit 1 Boundary Map on following page)

It is particularly noteworthy that the City and the Board of Municipal Utilities provided a cash match of \$20,000 for the original NAP Application for funding to assist in the operations of HMDG. In 2007, NAP funds provide \$31,100 toward the operations of HMDG. Other sources of revenue included \$4,900 from voluntary donations and membership dues, and about \$1,500 from the sale of goods and services. Together, these sources of income provided \$37,500 for the operations and maintenance of HMDG. These funds have allowed HMDG to successfully:

1. Hire a full-time Director;
2. Complete 9 separate promotions and special events;
3. Design and publish an interactive web site;
4. Design and publish a monthly newsletter;
5. Co-sponsor a Division of Tourism Cooperative Marketing Fund Application for creation of Downtown Historic Walking Tour Brochures;
6. Prepare and submit a MoDOT application for a Transportation Enhancement Grant. The application was approved and in 2007 the City was awarded a MODOT Enhancement grant of \$233,900 to fund Phase I of streetscape project (improved sidewalks, lighting and landscaping). The City and HMDG will prepare follow-up applications for additional phases.
7. Prepare a winning DREAM application;
8. Develop in association with local banks, a Downtown Revitalization Loan Program that is available to local Downtown merchants.
9. Negotiate a two year funding commitment from the City of Sikeston and the Sikeston Board of Municipal Utilities.

Exhibit 1 Boundary Map

Downtown Sikeston Study Area
City of Sikeston, Missouri

Legend

- Study Area (Red outline)
- Paper Street (Cross-hatched box)



B. City of Sikeston

The City has an important role to play in all aspects of Downtown revitalization, but particularly: building code, nuisance, and law enforcement; solving zoning conflicts; and providing financial assistance. With regard to these responsibilities, the City of Sikeston has continually fulfilled its role in Downtown revitalization.

The City has worked tirelessly to improve the economic and physical conditions of Downtown and create opportunities for revitalization. They have encouraged and supported the Sikeston Main Street Program, the creation of the HMDG, the hiring of an Executive Director for that organization, and the provision of office space and equipment for the HMDG. More important, however, the City, working with HMDG, successfully competed for a Streetscape Enhancement Grant through MoDOT. As a result of that success, streetscape improvements are underway in selected portions of Downtown Sikeston. Also, the City is currently immersed in the preparation of a concept plan for Legion Square and the Sikeston Depot area, which are located Downtown.

While these have been very positive steps in the revitalization of Downtown Sikeston, the City has not placed in service a dedicated tax revenue allocation process for continuous reinvestment in the Downtown as the City must balance community-wide needs with those of the Downtown.

C. Sikeston Board of Municipal Utilities.

The Sikeston Board of Municipal Utilities (BMU) was established in 1931 as a city-owned utility providing electrical power and distribution for the City of Sikeston. Today, the BMU serves approximately 9,000 residential and business customers by providing electric, water, and sanitary sewer and internet services.

A bi-partisan Board consisting of four members appointed by the City Council provides overall direction for the BMU including the establishment of the policies, rules and regulations that govern the day-to-day operations of the utility system. The Board functions as a separate unit of the City government and, in that capacity, has taken on additional activities aimed at fostering the continued growth and development of Sikeston. Perhaps most notable among these efforts is its active participation in the Downtown revitalization effort, which has been unprecedented in Sikeston's history. BMU is also constructing new offices at the corner of Kingshighway and Malone Avenue in Downtown.

D. Sikeston Cultural Development Corporation

The Sikeston Cultural Development Corporation (SCDC) is a tax-exempt, non-profit organization established in the 1990's to promote cultural activities. The formation of SCDC was spearheaded by representatives of several key community constituencies that included the Downtown Business Association, Sikeston Area Chamber of Commerce, Sikeston Art League, Sikeston Historical Community, Sikeston Missouri Arts, Inc., and the Sikeston-Miner Convention and Visitors Bureau.

The Sikeston Depot is the major project of the SCDC. The SCDC funded the procurement and renovation the Depot building and adjacent property to its current use. SCDC committees continue to develop the permanent historical displays, produce an ever-changing series of art exhibits and cultural events, and assure The Depot provides an attractive and educational experience for the more than 7,000 visitors a year. Annual, endowment and special event contributions from Sikeston residents and businesses provide most of the operating resources needed to continue The Depot's free admission policy.

As a result of its interest and work in the restoration of the Sikeston Depot, the SCDC has become a very active partner in HMDG's promotions and events.

E. Sikeston Area Chamber of Commerce

The Sikeston Area Chamber of Commerce (SACC) is an independent membership-funded organization whose programs involve small business assistance, regional marketing, business advocacy, economic development, and event planning and promotion. SACC was instrumental in the organization and development of HMDG. Its members serve on various HMDG committees, and its executive director is an ex-officio member of the HMDG Board of Directors.

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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; Management Characteristics; Board Attributes; Forming Partnerships; Community Involvement; Organization Funding; Organizational Strategic Planning; Project Planning and Facilitation; Business, Retention, Expansion and Attraction; Residential Development and Neighborhood Revitalization; Downtown Advocacy; Real Estate Development Body; District Marketing; Special Events Planning; Retail and Event Promotions; Safety, Security and Beautification.

A. Leadership

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

B. Management Characteristics

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

C. Board Attributes

Boards and committees should be made up of leaders with a unified enthusiasm for the revitalization of downtown. However, this does not suggest the board should be made up of all similar-minded people. It is important that the board represent diverse points of view from the community. It is also important that the board not be seen as the elite members who stand to benefit from the revitalization. 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 they be limited in size to 7-9 members. However, given the unique characteristics of each community, under certain circumstances, larger boards can be effective. 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 diverse 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 various types of services or perform certain functions more effectively than others. Healthy partnerships are crucial to starting the revitalization process and building the critical mass needed to spur the cycle of sustainable development.

E. Community Involvement

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

F. Organization 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 and long-term goals for the organization. These goals should be specific and measurable and should be reviewed on a regular basis. Strategic planning for the revitalization of downtown will be addressed in greater detail in the Downtown Strategic Plan component of the DREAM Initiative.

H. Project Planning and Facilitation

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

I. Business, Retention, Expansion and Attraction

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 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 character of the downtown. Creating a new image or enhancing the existing image of the downtown involves promotional activities that build upon downtown economic and cultural offerings. The key is to create a healthy mix of retail promotions, special events and festivals, public relations, and other marketing medium.

N. Special Events Planning

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

O. Retail and 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.

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SECTION IV

RECOMMENDED ORGANIZATIONAL STRUCTURE DEVELOPMENT & ENHANCEMENT

INTRODUCTION

The most critical component of a successful Downtown Revitalization Strategy, which is of particular importance to the DREAM Initiative, is the creation of a sustainable organizational structure with the capacity to implement DREAM recommendations and provide ongoing Downtown Revitalization support. It is important 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. The City of Sikeston currently has the essential assets for the creation of an organizational structure that can achieve the required benchmarks that are necessary for success.

The current “organizational structure” has established a solid foundation for incorporating some of 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. The evolving needs of a Downtown Revitalization Program require increased “organizational structure capacity” to aggressively address these elements in the future. Furthermore, several of the existing organizations could increase their own capacity to support the Downtown Revitalization Program through growth, collaboration, planning and increased financial resources.

Sikeston’s existing Downtown “organizational structure” has several entities involved in the City’s evolving Downtown Revitalization Program. As a “Main Street” community, the City has taken a number of steps to help Downtown Sikeston succeed. The DREAM Initiative plan will propose a leadership role for Historic Midtown Development Group (HMDG). It is critical that HMDG has an appropriate focus for downtown, adequate resources including personnel and funding, and support from civic leaders.

While the existing Organizational Structure clearly illustrates the current relationships of the HMDG to other Downtown supporting groups; Appendix 3 depicts the recommended Organizational Structure and the linkages between these groups. These organizations, specific to downtown, must be pursued for the success of the Downtown Sikeston. The organizations should include HMDG leading the effort, providing the downtown community as a whole with advocacy, unification, and leadership. This lead organization will be supported by two additional organizations; a Community Development Corporation (CDC) whose role is to spur real estate development as well as provide financial support to the lead organization, and a Community Improvement District (CID) to bring the necessary services to downtown, as well as provide financial support to HMDG. In addition to these organizations there will need to be other realignments of responsibilities made to ensure an orderly effort and not disrupt important current activities.

The following recommendations are made in two parts. First, recommendations are provided for enhancing the “organizational structure capacity” through the establishment of new organizations to complement the existing organizational structure. Second, recommendations are provided 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

A. Sikeston Downtown Community Improvement District (SDCID)

The Sikeston Downtown Community Improvement District (SDCID) will provide an extra level of service to the DREAM Study Area. The SDCID will channel private sector energy towards the solution of public problems. The SDCID will work with HMDG, the City, and a Sikeston Downtown Community Development Corporation (discussed below in section B.) to provide increased public financing resources resulting from private investment to meet the comprehensive objectives of the Downtown Revitalization Program. Funds generated by the SDCID should be used to provide district marketing, administrative support, event promotions, infrastructure, Downtown beautification, and most importantly to encourage redevelopment of buildings.

The SDCID should contract with HMDG to provide administrative and technical services for ongoing administration of the SDCID, in addition to the services discussed earlier.

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

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

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

As a political subdivision, CID is organized through a petition which states whether the Board is elected or appointed by the ranking city official. It is recommended that the Board consist of seven (7) to nine (9) members. A CID may be funded by levying a tax on property, charging a fee for a business license, or charging an additional sales tax.

A CID that is created as a political subdivision can finance the costs of a project through the imposition of:

- (1) Special assessments for those improvements that specifically benefit the properties within the district;
- (2) Property taxes; or
- (3) A sales tax up to a maximum of 1%

It may finance the costs of a project through the imposition of fees, rents and charges for district property or services or grants, gifts and donations.

A CID may also issue bonds, notes and other obligations and may secure any of such obligations by mortgage, pledge assignment or deed of trust of any or all of the property and income of the district. However, the bonds or other obligations of a CID that is created as a non-profit corporation will not be tax-exempt.

B. Sikeston Downtown Community Development Corporation (SDCDC)

The Sikeston Downtown Community Development Corporation (SDCDC) should be a downtown based non-profit or for-profit corporation formed to conduct public benefit projects and other redevelopment activities. The ultimate decision of whether to form as a non-profit or for-profit CDC lies with those partners forming the entity and the specific roles assigned the organization. The SDCDC 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. Membership of the organization will be made up mainly of participating banks but can include local businesses. Funding for the SDCDC can be through donations, grants, and investment from members. With a multi-bank CDC loans and equity can be provided to small businesses or development partners. The board should be made up of representatives from the primary bank members, HMDG, SDCID, and the City. If a non-profit is desirable the SDCDC is organized in the same manner as other non-profits, pursuant to Ch. 355 statutes. And, again, as with a CID, the SDCDC Board should consist of no more than seven (7) to nine (9) members.

C. Sikeston Downtown Redevelopment Corporation (SDRC)

If necessary, the Sikeston Downtown Redevelopment Corporation could be formed at a future date as a private activity is attracted. The Redevelopment Corporation will be a tool for stimulating construction of new housing and commercial development. If a Chapter 353 Redevelopment Area is established, the SDRC would be able to take advantage of unique financial tools as well as be a leader in property acquisition. The SDRC should work closely with the SDCDC in spurring real estate development in Downtown. The SDRC should be organized as a for-profit corporation, with limitations on earning, pursuant to Chapter 353 statutes. Board members for SDRC should be represented by board members of SDCDC, the City, HMDG, and other key stakeholders in Downtown. Through the 353 abatements, problem properties should be able to be assembled and long-term asset growth realized for the corporation as the properties are improved.

RECOMMENDATIONS FOR EXISTING ORGANIZATIONAL ENHANCEMENTS

A. Historic Midtown Development Group, Inc. (HMDG)

The HMDG should continue to establish itself as a private, non-profit corporation designed to unify Downtown interests, encourage broad community support, and lead the Downtown Revitalization Program in Sikeston.

The HMDG should continue to be responsible for advocacy on behalf of the downtown community and the promotion of its members' interests. In that regard, it will continue to act as the leader of the Downtown, rallying volunteers, gathering resources, and pressing for progress. For the organization to function as intended it requires the continuation of a full-time manager to oversee operations and, if possible, a support person to assist with administrative duties and other functions. The manager of this organization is instrumental in growing respect for HMDG and interest in Downtown Sikeston.

The membership of the HMDG is designed to consist of Downtown business and property owners, in order to fairly represent those with an interest in Downtown. However, it is important to the success of the Program that the HMDG develop an avenue for the Sikeston Community to become involved in Downtown Revitalization Efforts. Currently this opportunity does not exist. Providing an opportunity for community involvement gives the community a sense of ownership in the resulting improvements. There are a number of ways to provide the opportunity for involvement to the community: such as through a committee of community volunteers (with a goal of increasing community support), or it can be an additional membership category. However, HMDG Board of Directors should primarily be Downtown property and business owners.

B. HMDG Downtown Promotions Committee

The HMDG's Promotions Committee (a subcommittee of HMDG) should be expanded to include representation from the Sikeston Area Chamber of Commerce's Special Events Committee, the Little Theatre, and other similar organizations. The addition of these organizations as active participants of this Promotions Committee will expand the skills and level of diversity on this important Committee. This Committee would be the lead body responsible for all downtown event development and management as well as overall marketing and promotional activities. Having a single committee organizing and promoting downtown activities, with the assistance and consideration of other organizations, ensures that Downtown can capitalize on the increased business activity that accompanies events. The existing committee and personnel of the Chamber are skilled at organizing, promoting, and managing events. Therefore, the necessary personnel exist and are able to provide assistance.

C. HMDG Downtown Economic Restructuring & Development Committee

The current Downtown Economic Restructuring Committee (a subcommittee of HMDG) needs to be expanded to include more than the current mission of recruiting and growing downtown businesses. While this activity is critical to the overall successful revitalization of Downtown Sikeston, more needs to be done. The expanded committee would also address the economic development needs of downtown. Not only will the committee be re-

sponsible for general business development in Downtown, it will be charged with Downtown retail development. Retail development should encompass the majority of the work for the committee as this is among the most pressing needs for downtown. This expanded committee should include members of the Chamber of Commerce's Business/Industrial Relations Committee, SDCDC, SDCID, and City of Sikeston.

D. City of Sikeston

The City of Sikeston's involvement in Downtown Revitalization is critical for success. Many of Downtown successes to date have occurred mainly due to the City's leadership and financial participation. Additionally, City involvement demonstrates local government commitment and increases the likelihood of broad citizen participation. The City should assist in the development of all necessary political subdivisions and districts as well as participate in the appropriate boards. However, efforts should be made to avoid politicizing the Revitalization Program.

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, such as, the streetscape improvements on Front Street and Kingshighway should continue and exceed the current level of activity, where possible. The City should also continue to assist with leveraging other resources by providing a local match investment for certain funding programs. 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 always be considered. The City will continue to have an important role to play in all aspects of revitalization and has already maintained a steady effort for downtown. The City should take the lead in the tough decisions that lie ahead.

- The City will need to provide attention to downtown code enforcement, historic preservation establishment, design guidelines adherence, and preparing wayfinding and signage, not only in the DREAM Study Area, but throughout the City. Building code enforcement should be pursued aggressively and fairly.
- The City should continue to beautify Downtown, by further implementation of the streetscape throughout Downtown.
- It is recommended that the City take a supporting role, in partnership with HMDG, in educating and informing the downtown community about the benefits of establishing the SDCID.

E. Sikeston Area Chamber of Commerce

The Chamber's role as the broader community representative requires a wider mission, beyond just Downtown. As such, the Chamber will be in a support role rather than a lead role in Downtown revitalization.

The Chamber's association with HMDG should continue and be expanded in the future. The Chamber's active regional marketing program can afford multiple benefits to Downtown Sikeston. In that regard, the Chamber's business development, small-business, entrepreneurial education, and networking opportunities can be increasingly important to the success of Downtown's revitalization as business growth occurs.

F. Sikeston Convention and Visitors Bureau (CVB)

In the past, the HMDG worked in partnership with the Sikeston/Miner Convention and Visitors Bureau (now known as the Sikeston Convention and Visitors Bureau) to develop a brochure for the "Historic Homes Walking & Driving Tours". While this is only one example of the successes that can evolve from a cooperative working relationship that brings people to Downtown Sikeston, it is the type of activity that can be continued and expanded in the future that will be of significant benefit to organizations, the City and its residents. The CVB should also continue to work with HMDG and the Jaycees on the promotion of Downtown events such as the Lunch with the Clowns and the Cowboy Up Arts Festival. The CVB should help to market Downtown Sikeston as a destination for shopping, dining and entertainment.

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 Appendix 4 and Appendix 5.

The success of Downtown Revitalization Programs is realized through unified collaborative action of the organizations toward agreed upon Revitalization Program goals and objectives. The leadership of the board of directors of individual downtown organizations controls in great part the amount of collaboration between them. In order to attain a high level of cooperation, and agreement in goals and objectives, the boards should contain the same make-up (i.e. for the most part, the same people should serve on the various boards). Not only does this ensure intra-organizational cooperation it guarantees 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 make-up should include a majority of private or downtown interests with public entity participation making up the minority. This helps to make certain that a downtown focus will be kept, and that the private sector is driving the effort.

The next step towards implementation of the Revitalization Program begins with incorporating the recommendations of this report into the HMDG and begins promoting that organization heavily as the new leader of the Downtown Revitalization Program. HMDG can then begin to assist with the development and creation of the supporting organizations and committees. Additionally, the board of directors for HMDG will be the foundation for the remaining boards of the new establishments.

The following recommendations outline the first steps to establishing an effective Downtown organizational structure in Sikeston:

- #1 Establish HMDG as the leader of the Downtown Revitalization Program and incorporate recommendations of this report.
- #2 The City and HMDG begin the task of developing outreach plans for the Sikeston Downtown Community Improvement District. (SDCID)
- #3 The City and HMDG begin the task of developing outreach plans for the Sikeston Downtown Community Development Corporation. (SDCDC)

Along with the above responsibility and role adjustments, also required will be realignment of resources such as personnel and funding sources. It will be critical that most, if not all of these organizations show public support of the coming changes.

Disagreements should be discussed in meetings and the best unified front possible provided to the public.

The additional work of goal development, bylaw creation or adjustment, mission and vision development 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. Assistance in evaluating these aspects can be found in the Appendix 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 the first step towards the development of a comprehensive Downtown Revitalization Program.

APPENDIX

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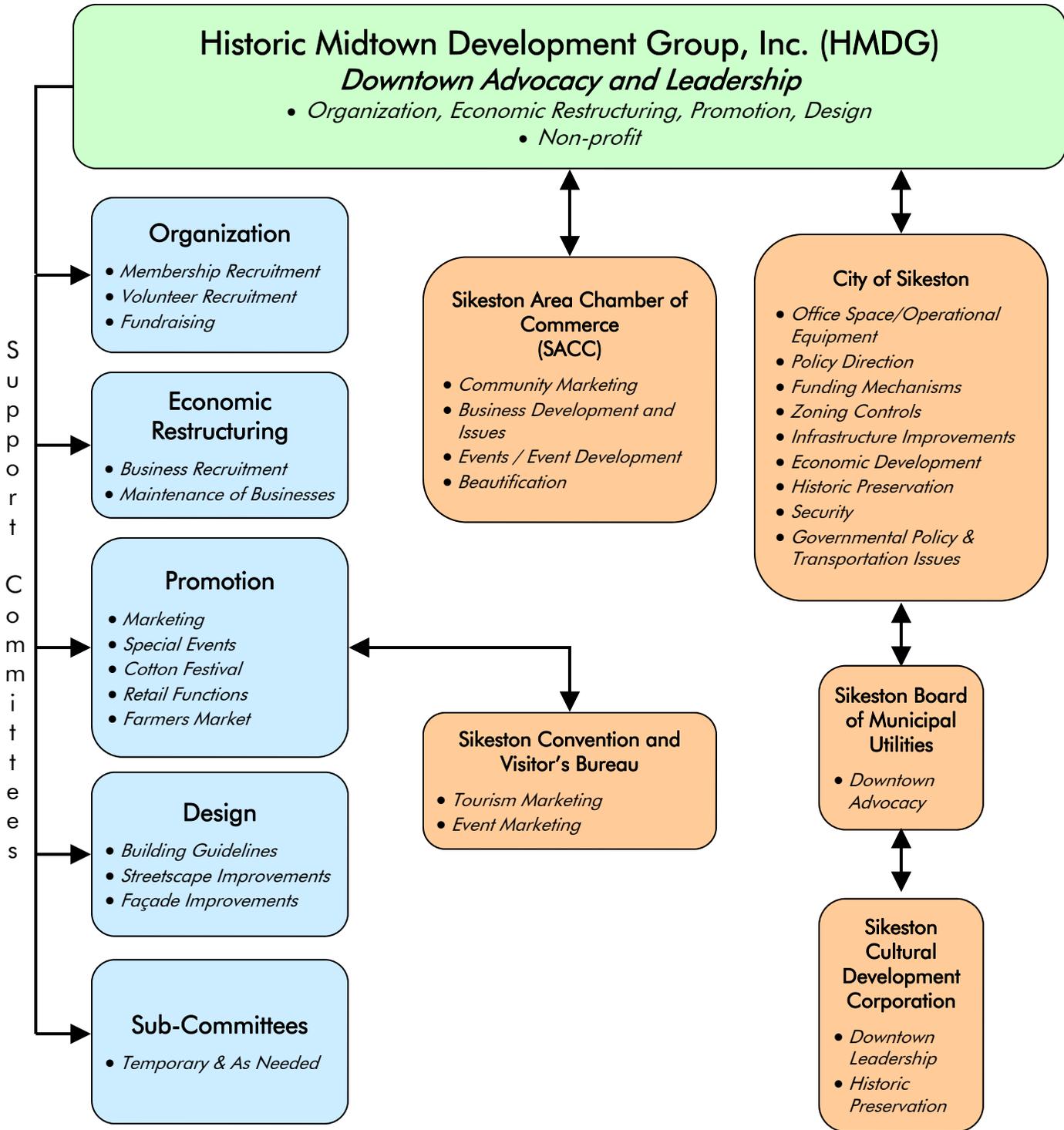
Appendix 1

Existing Downtown Organizational Structure

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APPENDIX 1

EXISTING DOWNTOWN ORGANIZATION STRUCTURE



Appendix 2

Downtown Organization Assessment Questionnaire

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APPENDIX 2
DREAM Sikeston
Downtown Organizational Assessment Questionnaire

The Downtown Organizational Assessment Questionnaire is part of a process to help the Sikeston community evaluate existing downtown organizations. The process which is defined as the Organizational Structure Review will give the Sikeston community an understanding of the various roles and functions of existing organizations and recommendations for potential new organizations.

It is important for the downtown community to look at its 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.

Please answer all questions which apply to your organization.

Community Characteristics

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

Organization Characteristics

5. Is there an organization that is leading efforts towards downtown revitalization? *If there are multiple organizations LEADING various 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?

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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 landscaping)
 - b. Consumer Marketing (producing festivals and events; coordinating sales promotions; producing maps, brochures and newsletters)
 - c. Economic Development (offering incentives to new and expanding businesses)
 - d. Maintenance (removing litter and graffiti, cleaning sidewalks, trimming trees, etc...)
 - e. Parking and Transportation (managing public parking lots, signage and bus 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, etc...)
 - h. Security (providing supplementary security guards, working with city police department, etc...)
 - i. Social Services (aiding low income, providing job training, supplying youth services, etc...)
 - j. Any other services not mentioned

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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? Are the goals achievable?
23. Is there a process for setting/renewing goals?
24. Are short term (1 to 3 years) objectives understood and agreed upon by their respective committees/boards?
25. Are long term (3 years+) objectives understood and agreed upon by their respective committees/boards?
26. Are the bylaws current and functional?
27. 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

28. How many committees are involved in your organization's activities?
29. What type of activities do the committees conduct?
30. Do committees have clear written goals and objectives?
31. How do the committees function?
32. Do the committees have specific roles and responsibilities that all members of the organization understand?

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Downtown Organizational Assessment Questionnaire

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

Internal Organization Assessment – Board

34. How many members are on the governing board?

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

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

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

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

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

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

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

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

43. Do board members trust each other?

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

45. Do board members avoid conflicts of interest?

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

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

48. Are board members talents being fully utilized?

49. Are board members individual contributions recognized?

50. Are board members collective efforts acknowledged?

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Downtown Organizational Assessment Questionnaire

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

Internal Organization Assessment – Membership

52. Does the organization currently have committed and active members?

53. Does the organization's membership base have diverse downtown/ community interests and perspectives?

54. Is the organization's membership base growing, shrinking, stable?

55. Does the organization currently have enough people to carry out its purposes and goals?

56. Does the organization have sufficient skills and diverse community interests and perspectives?

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

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

59. Are general member's talents being fully utilized?

60. Are general member's individual and collective contributions recognized?

Leadership Characteristics and Effectiveness

61. 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

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- o. Does the leadership of the board and its committees effectively encourage different points of view in discussions?
- 62. Does the leadership of the board and its committees effectively minimize personality differences?
- 63. Does the leadership of the board and its committees effectively deal with power struggles and hidden agendas?
- 64. Does the leadership of the board and its committees encourage teamwork?
- 65. Does the leadership of the board and its committees instill enthusiasm for work to be accomplished?
- 66. Does the leadership of the board and its committees identify and celebrate milestones?
- 67. Has the board clearly identified its roles and responsibilities as a board?
- 68. Has the board clearly identified the roles and responsibilities of the executive director, and his/her relationship to the entire board?
- 69. Has the board established a process for obtaining staff input for board decision making?
- 70. Do board and committee meetings have agendas and are they announced in advance of the meeting?
- 71. Do board and committee meetings follow these agendas?
- 72. Do board and committee meetings proceed efficiently and effectively?
- 73. Do board and committee meetings have minutes prepared and distributed in a timely manner?
- 74. Does the leadership ensure that action goes forward in an orderly manner by seeing to it that decisions are actually made?
- 75. Does the leadership see to it that all members understand that decision?
- 76. Does the leadership see to it that someone takes responsibility?
- 77. Does the leadership see to it that visible results occur?
- 78. Does the leadership see to it that results are reported to the group?

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79. 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

80. Approximately what is the organizations annual budget?

81. 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

82. What fundraising activities does the organization undertake?

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

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

85. Is the organization driven primarily by its:

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

Community Networking and Coalition Building

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

87. 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 or 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

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

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89. Does the organization have input into public policy?

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

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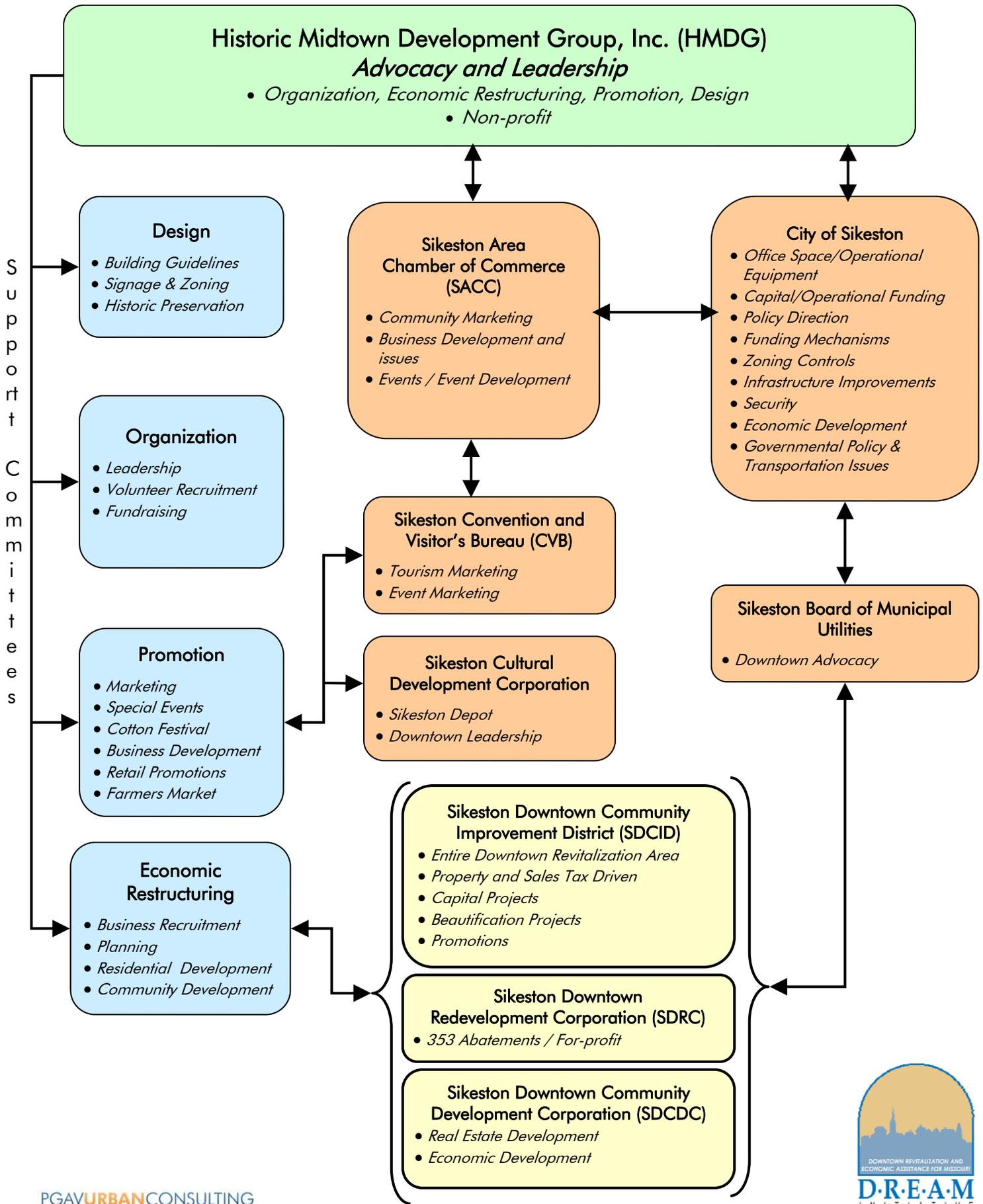
Appendix 3

Recommended Downtown Organizational Structure

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APPENDIX 3

RECOMMENDED DOWNTOWN ORGANIZATION STRUCTURE



Appendix 4

Downtown Organizations & Responsibilities

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| Appendix 4 - Downtown Organizations & Responsibilities | | | | | | |
|---|--|-----------------------------------|-----------------------|--|---|---|
| Elements of a Successful Organization | Existing Organizations | | | Recommended Organizations or Changes | | |
| | Historic Midtown Development Group, Inc. | Sikeston Area Chamber of Commerce | City of Sikeston | Sikeston Downtown Community Improvement District | Sikeston Downtown Community Development Corporation | Sikeston Downtown Redevelopment Corporation |
| Leadership | Essential Participant | Support Participant | Essential Participant | | | |
| Management Characteristics | | Support Participant | | Essential Participant | Essential Participant | |
| Board Attributes | Essential Participant | Support Participant | Support Participant | Essential Participant | Essential Participant | |
| Forming Partnerships | Essential Participant | Essential Participant | Support Participant | | Support Participant | Support Participant |
| Community Involvement | Essential Participant | Essential Participant | Essential Participant | | Support Participant | Support Participant |
| Organization Funding | Essential Participant | Support Participant | Essential Participant | Essential Participant | | |
| Organizational Strategic Planning | Essential Participant | | | Essential Participant | | Essential Participant |
| Project Planning and Facilitation | Essential Participant | | Essential Participant | Essential Participant | Essential Participant | Essential Participant |
| Business, Retention, Expansion and Attraction | Support Participant | Essential Participant | Essential Participant | Essential Participant | | |
| Residential Development and Neighborhood Revitalization | | | Essential Participant | Support Participant | Essential Participant | Essential Participant |
| Downtown Advocacy | Essential Participant | Support Participant | Support Participant | Essential Participant | | |
| Real Estate Development Body | | | Support Participant | | Essential Participant | Essential Participant |
| Direct Marketing | Support Participant | Essential Participant | | Essential Participant | | |
| Special Events Planning | Essential Participant | | Support Participant | Support Participant | Support Participant | |
| Retail and Event Promotions | Essential Participant | | | Essential Participant | Support Participant | |
| Safety, Security, and Beautification | Essential Participant | Support Participant | Essential Participant | Essential Participant | | |

Essential Participant
 Support Participant

Appendix 5

Specific Downtown Issues & Responsibilities

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Appendix 5 - Specific Downtown Issues & Responsibilities

| | <i>Existing Organizations</i> | | | | | | <i>Recommended Organizations or Changes</i> | | |
|---|------------------------------------|-----------------------|---------------------------------------|---|-----------------------------------|---|--|---|---|
| | Historic Midtown Development Group | City of Sikeston | Sikeston Board of Municipal Utilities | Sikeston Cultural Development Corporation | Sikeston Area Chamber of Commerce | Sikeston Convention and Visitors Bureau | Sikeston Downtown Community Improvement District | Sikeston Downtown Community Development Corporation | Sikeston Downtown Redevelopment Corporation |
| Building Design Standards | Support Participant | Essential Participant | Support Participant | | | | | | |
| Building Code Enforcement | Support Participant | Essential Participant | | | | | | | |
| Entryway Design Standards | Essential Participant | Essential Participant | Support Participant | | | | Support Participant | Support Participant | Support Participant |
| Wayfinding Improvements | Essential Participant | Essential Participant | Support Participant | Support Participant | | | | | |
| Retail Attraction | Essential Participant | Essential Participant | | | | | Essential Participant | Support Participant | Essential Participant |
| Retail Promotions | Essential Participant | | | | | | Essential Participant | | |
| Merchant Education | Essential Participant | | | | Essential Participant | | Essential Participant | | |
| Commercial Property Acquisitions | Essential Participant | | | | | | | Essential Participant | Essential Participant |
| Commercial Property Renovations | Essential Participant | Support Participant | | | Support Participant | | | Support Participant | Essential Participant |
| Façade Improvements (Revolving Loan Fund) | Essential Participant | Support Participant | | | | | Support Participant | | |
| Parking Lot Improvements | Support Participant | Essential Participant | | Support Participant | | | Essential Participant | | Essential Participant |
| Pedestrian Improvements | Support Participant | Essential Participant | | Support Participant | | | Essential Participant | | |
| Downtown Branding | Essential Participant | Essential Participant | | Essential Participant | Support Participant | Support Participant | Essential Participant | | |
| Downtown Event Development | Essential Participant | Essential Participant | Support Participant | Essential Participant | Support Participant | Support Participant | Essential Participant | | |
| Tourism Marketing | Support Participant | Essential Participant | | Support Participant | | Essential Participant | Essential Participant | | |
| Housing Stock Improvements | Support Participant | Support Participant | | | | | | | Essential Participant |

 Essential Participant

 Support Participant

Appendix 6

Sample Job Description

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APPENDIX 6

Sample Job Description – Executive Director

Position Overview

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

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

APPENDIX 6

Sample Job Description – Executive Director

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

Appendix 7

Board and Committee Recommendations

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APPENDIX 7

Board & Committee Recommendations

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.

APPENDIX 7

Board & Committee Recommendations

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.

APPENDIX 7

Board & Committee Recommendations

- **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.

APPENDIX 7

Board & Committee Recommendations

- **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.