Downtown
Revitalization &
Economic
Assistance for
Missouri

MARCH 2012

Organizational Structure Review

Evaluation Findings and Recommendations

Trenton, Missouri

DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI
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Acknowledgments

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SECTION I

INTRODUCTION

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

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

Successful revitalization will depend on a variety of components including:

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

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

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

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

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

SECTION II

EXISTING ORGANIZATIONS AND REVITALIZATION EFFORTS

A prerequisite of DREAM Program selection requires that a city demonstrate broad community-wide support for the revitalization of downtown. Trenton 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 Trenton (City), Trenton Downtown Improvement Association (TDIA), and the Chamber of Commerce (Chamber). Additionally, the Grundy County Friends of the Arts and other organizations were considered regarding their impacts on Downtown revitalization. **Attachment 2 – A Existing Organizational Structure**, located in the **Appendix**, depicts the relationship of various organizations impacting the Downtown Revitalization Program. The following is a description of the existing organizations impacting Downtown and their current role in supporting the Downtown Revitalization Program. The DREAM Initiative discussed the function of the existing organizational structure with representatives of the City of Trenton, Trenton Downtown Improvement Association, and the Chamber of Commerce within the context of a "Downtown Organizational Assessment Questionnaire." A copy of the "Downtown Organizational Assessment Questionnaire" is located in the **Appendix as Attachment 1.**

A. City of Trenton (City)

The City of Trenton has continually fulfilled its role in Downtown and worked to improve the conditions of Downtown and create opportunities for revitalization. In fact, the City has taken a primary role in Downtown Revitalization efforts, often providing a very stable source of information and support.

There are a number of recent Downtown Revitalization accomplishments for which the City is responsible, including the development of the Downtown Trenton Plan. The City worked with a number of Downtown stakeholders and the community to develop the Plan which provides a cohesive vision for the Downtown.

One important success from the plan is the development of the Sesquicentennial Park. The Park will provide a significant boost to Downtown in two regards; 1) it will provide beautification to the area, 2) it illustrates to the public that the Downtown Plan is being implemented. This type of progress is vital to the long-term revitalization campaign.

B. Chamber of Commerce (Chamber)

The Chamber of Commerce is an independent, membership organization whose programs involve small business assistance, regional marketing, business advocacy and economic development. The Chamber has been a leader in Downtown Revitalization efforts, providing significant support and direction. Utilizing limited funding, the Chamber has been successful in raising funds for Downtown improvements and providing in-kind support to create progress.

One of the Chamber's recent Downtown successes was the Sesquicentennial celebration that impacted the entire community. The Sesquicentennial celebration was truly a community-wide effort in its development and attendance. The event was so successful that it allowed the continuation of the implementation of the Downtown Plan, specifically the Sesquicentennial Park project. The success of the Sesquicentennial Park will be felt throughout the City of Trenton and was made possible by the success of the celebration.

The Chamber hosts a number of events throughout the year and is directly responsible for several City-wide committees that have the capacity to undertake large issues. The Chamber is eager to facilitate Downtown revitalization and be a partner in future work.

C. Trenton Downtown Improvement Association (TDIA)

The Trenton Downtown Improvement Association is the non-profit organization formed to lead the Downtown Revitalization efforts. The organization is well-known and is closely associated with efforts to revitalize Downtown.

The TDIA operates through volunteers and with substantial support from the City and the Chamber. The membership of the TDIA includes Downtown business owners, merchants, and community stakeholders. For the most part, the TDIA operates ad-hoc, but at the time of this review and in response to DREAM Initiative designation, has been meeting more frequently.

D. Grundy County Friends of the Arts

The Grundy County Friends of the Arts have long been involved in supporting Downtown revitalization. The Organization provides a valuable addition to Downtown by creating and running new events and related arts activities. These activities bring people and money back to Downtown. Additionally, the quality of life of a community is closely tied to its Downtown and the depth of Arts that are available.

Grundy County Friends of the Arts has been very successful in past fundraising efforts and have shown a depth of capabilities in event production and promotion. These are assets that can complement Downtown revitalization efforts.

SECTION III

ELEMENTS OF SUCCESSFUL ORGANIZATIONS AND REVITALIZATION EFFORTS

Downtown revitalization occurs with numerous entities that band together to reach a common goal. However, each of the participating organizations may have a different reason for being involved and fulfill a different purpose. Additionally, each downtown organization is uniquely qualified to address a particular need of the community.

There are common elements, techniques, and services among effective organizations that are useful to note including leadership structure, collaborative efforts, funding, planning resources, economic and residential development, overall downtown support, marketing, and promotions, and attention to aesthetics and safety.

A. Leadership

Invariably, leadership is included as one of the most important components of every successful downtown organization. Leaders bring focus and vision to the organization and Downtown Revitalization Program. Leaders must be able to communicate this vision and educate the public concerning the benefits of the Downtown Revitalization Program. Leaders are the enthusiastic champions of downtown. They must be able to build grassroots community support and form effective partnerships. An effective leader can generate excitement and momentum for the Downtown Program and infuse the organization with enthusiasm. An effective leader is also accountable for the group's actions and maintains a focus on objectives. Leadership succession procedures must also allow for the fair transitioning of leadership roles from individual to individual, to sustain program momentum.

B. Management Characteristics

Management approaches to downtown organizations 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 public speaking, financial analysis and budgeting, planning, project oversight, situation and political analysis, and negotiating expertise. Management approaches range from being mainly an administrator who makes budgets, hires employees, and enters into contracts to an entrepreneur who emphasizes service delivery, program design, and revenue sources.

C. Board and Committee Attributes

Boards should consist of leaders with a unified focus on the revitalization of downtown. A committee may have a more narrow focus on one aspect of downtown. It is important that boards and committees represent diverse points of view from the community. It is also important that only the elite volunteers who stand to benefit most from Downtown revitalization are members. Discussions should be encouraged and differences civilly debated to strengthen the ultimate decision and resulting outcomes. The Board of

Directors should develop organizational goals and clearly identify those entities or individuals responsible for completion. Committees are the implementing entities for the Board of Directors. While there are no set guidelines for the size and make-up of boards, a Board of Directors should 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 include local banks, chambers of commerce, City government, businesses, downtown stakeholders, downtown residents, and historic societies and preservation organizations. Board members for all of the downtown organizations should have a similar composition in order to ensure continuity in leadership and decision making across the different organizations. Committee size is a function of the work required.

D. Ability to Form Partnerships

Successful Downtown Revitalization Programs typically include other organizations with different purposes and services. It is not important which organization handles which services, but that Downtown receives the services it requires. Some organizations are structured or chartered to deliver specific activities or functions. Downtown leaders must understand these roles and develop healthy partnerships to benefit and maintain the organizations involved as well as the revitalization process.

E. Level of Community Involvement

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

F. Funding for Organizational Programming

In addition to leadership, adequate funding is one of the most important components of successful Downtown Revitalization Programs. Downtown Revitalization Programs require a stable source of funding. 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 Community Improvement Districts, Tax Increment Financing, Transportation Development Districts, and other tax incentive and grant programs. Using a variety of funding sources is necessary for a stable, diverse, funding structure and due to the use restrictions of incentive programs. Local fundraising activities may include membership donations, fund raising, festivals, historic or holiday house tours, and in-kind contributions. Outside opportunities include grants, loans, and tax credit programs.

G. Organizational Strategic Planning

Strategic planning is essential for building an effective and thriving organization. Successful organizations develop a strong vision and align available resources toward achieving that vision. It is important to establish short and long-term goals for the organization. These goals should be specific, measurable, and reviewed on a regular basis. Often an organization adopts the plan for Downtown revitalization as their organizational plan, when they are not the same thing. This Organizational Structure Review provides recommendations for changes to the groups involved with Downtown, while the Strategic Plan component of the DREAM Initiative will address overall planning for the revitalization of Downtown.

H. Project Planning and Facilitation

The organization in charge of downtown revitalization spearheads many improvement projects. Successful organizations efficiently deploy resources and proactively identify obstacles in facilitating the completion of revitalization projects, 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 businesses. The organization actively communicates with businesses to help identify needs and resolve problems. For downtowns, these activities mainly revolve around retail establishments. Additionally, the organization helps to improve existing business practices through activities such as training, marketing assistance, and access to capital. Some 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 downtown revitalization usually provided by the City, chamber of commerce, or a regional organization. Successful economic development programs understand market opportunities and have realistic goals. An effective program will foster business formation by providing basic needs such as information, capital, real estate, and labor. The DREAM Retail Market Analysis component will provide detailed recommendations for Downtown retail development.

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 level of human activity is a measure of the vitality of Downtown; people walking on the sidewalks demonstrate a healthy downtown. The DREAM Housing Market Analysis will include recommendations for Downtown residential development.

K. Downtown Advocacy

Because of downtown decline, downtown residents and businesses may feel neglected and detached from the city government and larger community. A successful Downtown Revitalization Program led by an influential organization can effectively bridge this gap by providing one voice for downtown 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, property preparation, 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. Downtown 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 make effective marketing tools. Improved and controlled parking should transition motorists into pedestrians and encourage walking throughout downtown.

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SECTION IV

RECOMMENDED ORGANIZATIONAL STRUCTURE DEVELOPMENT AND ENHANCEMENT

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 is that the community has the necessary components; a proactive business community, grassroots support, and a dedicated local government to create the critical mass needed for a successful Revitalization Program. Trenton has most of the assets to create the necessary organizational structure requires through realigning and the creation of additional capacity and proper funding in order to reach the level necessary for success.

Trenton's existing downtown organizational structure has several entities involved in the evolving Downtown Revitalization Program. As such, the current organizational structure has established a foundation for incorporating some of the elements of successful organizations and revitalization efforts described in Section III. However, there are many elements that are not currently being addressed, or have not been historically needed, which may become important features of the Downtown Revitalization Program. The evolving needs of a Downtown Revitalization Program require that the organizational structure be flexible in order to increase capacity to address these elements in the future and potential additional needs.

Aside from the City, there is no funded and structurally organized agency working for downtown revitalization. The Trenton Downtown Improvement Association is focused on downtown but lacks the structure and financing to make it an effective lead agency. The Chamber, through its support of the TDIA, assists in certain areas of Downtown Revitalization. Additionally, the City and Chamber have pressures that may limit their continued focus on the downtown and could potentially bring scrutiny from other areas of their respective constituents or members.

It is important that the organization which emerges as the leader of the Downtown Revitalization Program has an appropriate focus for downtown, adequate resources including personnel and funding, support from existing groups as well as grassroots support from citizens, a proactive business community, and a dedicated local government to create the critical mass needed for a successful Revitalization Program. It is vital to coordinate these elements into a forward facing, broad based, widely supported, sustainable effort.

Attachment 2 – B in the Appendix depicts the recommended Organizational Structure and the linkages between Downtown interests. These organizations, specific to downtown, must be pursued in order to bring the Downtown Trenton Revitalization Program up to speed. The organizations should include a non-profit corporation leading the effort, providing the downtown community as a whole with advocacy, unification, and leadership. This lead organization will be supported by three additional organizations; 1) a community development corporation whose roles is to spur real estate development as

well as provide financial support to the lead organization, 2) a redevelopment corporation to assist in property acquisition and assembly, and 3) a community improvement district to bring the necessary services to downtown, as well as provide financial support to the lead organization. In addition to these organizations there will need to be other realignments of responsibilities made to ensure an orderly effort and not disrupt important current activities. A successful downtown requires an events committee and an economic development committee specific to downtown.

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.

EXISTING ORGANIZATION ENHANCEMENTS

A. City of Trenton

The City of Trenton's involvement in Downtown Revitalization is critical to its success. Many of the 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 should continue and exceed the current level of activity. The City can help with leveraging other resources by providing a local match investment. 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 have an important role to play in all aspects of revitalization and has already maintained a steady effort for downtown. This attitude is to be commended and will hopefully remain. The City should take the lead in the tough decisions that lie ahead.

- The City will need to provide attention to downtown code enforcement, design guidelines, and signage, not only in the DREAM Study Area, but throughout the City. Building codes should be pursued aggressively and fairly. A routine check of the buildings and knowledge of property owners should occur on a regular basis.

- The City should also aggressively encourage façade improvements and continue to support the streetscape implementation plan. The streetscape plan is an effort that will need financial and technical support as well as ongoing maintenance. Issues like graffiti, safety, and unsecure vacant buildings will need to be addressed alongside streetscape implementation to ensure a positive downtown environment.

- It is recommended that the City take the lead initiative, in partnership with TDIA, in educating and informing the downtown community about the benefits of establishing the Downtown Trenton Community Improvement District (DTCID) (Bothe the TDIA and DTCID will be discussed in more detail later in this section). By using the economic activity created by businesses to generate special tax revenue in the Downtown Area, this financing tool will provide a much needed resource that will strengthen TDIA'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 DTCID can provide 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.

B. Trenton Downtown Improvement Association

Trenton Downtown Improvement Association (TDIA) has been associated with much of the progress in Downtown since its inception. Due to that link, TDIA carries with it a brand that is valuable to revitalization efforts. However, for the past few years TDIA has not been as effective as previous years. Therefore, for Downtown efforts to be successfully lead by TDIA, it will need to be renewed as the lead agency with the appropriate support provided to Downtown through TDIA. In order to re-charge TDIA, it will have to be promoted as the lead agency in Downtown Revitalization efforts, possibly with a new branding and PR campaign. Re-branding can be a good promotional tool build excitement around the new direction and efforts revolving around downtown, in coordination with DREAM. Also, building on recent Downtown successes the TDIA should begin a campaign to build its volunteer base, working closely with the Chamber of Commerce.

The TDIA should continue to operate as a private, non-profit corporation designed to encourage broad community support as well as lead the Downtown Revitalization Program (the "Program"). The TDIA will continue to be responsible for advocacy on behalf of the downtown community and the promotion of its members' interests. It will act as the leader of the Program, rallying volunteers, gathering resources, and pressing for progress. In order for the organization to function as intended it will require a full-time manager to oversee operations and if possible a support person to handle administrative duties. The manager of this organization is instrumental to the Program as they will be the point person, community liaison, and motivating force of the Program.

Membership should include a wide array of residents and businesses interested in downtown revitalization. Membership will not be restricted to the Downtown business owners and Downtown residents, but extend to the surrounding neighborhoods. The

board of the organization should be comprised by public and private entities. However, more structured board regulation and operational procedures should be considered and incorporated into updated bylaws. Board make-up should consist of 7 to 13 people potentially drawn from the Downtown Stakeholders involved to-date. It is very important that the City is a partner in the Revitalization Program and shares in responsibilities. However, the Revitalization Program must be driven by the private sector; it is their efforts that will ultimately determine its success or failure. Funding will be provided through a variety of sources including; membership, the DTCID, City of Trenton, grants, fundraising, and event fundraising.

C. Trenton Chamber of Commerce

The Chamber's role as the broader community representative requires a wider mission, goals, and objective that impede the ongoing development of the specific expertise and capacity necessary for the unique issues faced in Downtown's revitalization. The Chamber recognizes that the TDIA in its current form does not yet have the capacity to lead the whole Downtown Revitalization Program, however, recognizes the need for a "downtown specific" organizational structure to which the Chamber provides support rather than the primary role.

The Chamber's participation in the organizational structure should continue in a similar capacity as is currently represented with particular benefit afforded Downtown through the Chamber's direct involvement in TDIA. However, the business development, small-business, entrepreneurial education, and networking opportunities offered by the Chamber will become 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.

D. Grundy County Friends of the Arts

The arts council, while not a direct driver in the Downtown Revitalization Program, should continue to provide support to the Downtown Revitalization Program, specifically through the development of an Arts Center in Downtown. Therefore it is recommended that the Arts Council be a larger part of the TDIA, working closely throughout the development of the Arts Center and support businesses and services necessary for it to be successful. Arts councils work to enrich, enhance and nurture communities through Arts programs. These programs and their outcomes are often effective economic development partners. Not only can an Arts Council improve the quality of life for the community it can add to the unique sense of place which is inherent in a successful Downtown.

RECOMMENDED NEW ORGANIZATIONS

E. Downtown Trenton Community Development Corporation (DTCDC)

The Downtown Trenton Community Development Corporation should be a downtown based non-profit or for-profit corporation formed to conduct public benefit projects and other redevelopment activities. The DTCDC 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 DTCDC 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, TDIA, the Downtown Trenton Community Improvement District, and the City. If a non-profit is desirable the DTCDC is organized in the same manner as other non-profits, pursuant to Ch. 355 statutes.

F. Downtown Trenton Redevelopment Corporation (DTRC)

The Downtown Trenton Redevelopment Corporation will be a tool for stimulating construction of new housing and commercial development, and may play an important role in the development of the Performing Arts Center. Establishing a Ch. 353 Redevelopment Area would provide the ability to utilize unique financial incentive tools as well as be a driver in property acquisition. The DTRC should work closely with the DTCDC in spurring real estate development in downtown. The DTRC should be organized as a for-profit corporation, with limitations on earnings, pursuant to Ch. 353 statutes. Board members for DTRC should be represented by board members of DTCDC, the City, DTCID, TDIA, and other key stakeholders in downtown.

G. Downtown Trenton Community Improvement District (DTCID)

The Downtown Trenton Community Improvement District will provide an extra level of public service to the DREAM Study Area. The DTCID will channel private sector energy towards the solution of public problems. The DTCID will work with TDIA, the City, and the DTCDC to provide increased public financing resources resulting from private investment to meet the comprehensive objectives of the Downtown Revitalization Program. Funds generated by DTCID should be used to provide district marketing, administrative support, event promotions, infrastructure, Downtown beautification, and encourage redevelopment of buildings.

The DTCID should contract with TDIA to provide administrative and technical services for ongoing administration of the DTCID, but this will immediately require appropriate staff and training at to be available at TDIA. At the outset the organization can share office space and services with another organization or government entity, but should eventually be self-reliant and located in the Downtown Study Area.

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

A political subdivision CID is organized through a petition which states whether the Board is elected or appointed by the ranking city official. The City should retain majority representation on the Board with downtown property owners, residents, or business owners representing the remaining membership (proposed to include a member or members from DTDC, the proposed DTRC, and the proposed DTCDC). 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.

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

H. Downtown Events Committee

The existing committees and personnel of the Chamber and City are very skilled at organizing, promoting, and managing events. Therefore, the necessary personnel exist and are experienced. Through the umbrella of TDIA and the Chamber of Commerce a Downtown Events Committee would be responsible for downtown event development and management (including all of the current events) and downtown event overall marketing and promotions. Having a single committee organizing and promoting the downtown activities will ensure that the Area capitalizes and makes the most out of the added activity that accompanies events.

It is important to note that the numerous area events appear to operate through a number of different committees without structured oversight over all events. For example, each of the various committees of the Chamber of Commerce have a number of events that they oversee. It may be helpful to create an overarching Events Committee that includes oversight of all events assisting to manage timing, control donor fatigue, and encourage an even spread of events both in terms of geography and timing.

I. Downtown Economic Development Committee

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

J. Downtown Merchants Group

The Downtown Merchants Group should be formed in order to promote improvements to the Downtown business environment, specifically the retail business climate. The organization can be formed as a separate non-profit or a committee under the umbrella of the TDIA depending on the size of commitment and interest among Downtown retail and restaurant owners. The shops and restaurants in Downtown Trenton can benefit greatly by improving their retail operations and productivity. This can be accomplished through a variety of means, including increasing communication, improving product offerings and displays, and coordinating hours and events

Retailers should modify or expand their product offerings to address the needs of visitors and residents, taking into account products carried at Mass Merchandisers. Particular attention should be paid to providing unique products and excellent service. Additionally, providing attractive displays and coordinating themes and hours of operation will help create a positive shopping experience.

Increasing communication between Downtown retailers and among other attractions in and around Trenton will allow retailers to improve productivity through their increased knowledge of the market. For example, retailers can adjust their hours of operation to open only when necessary. Retailers could base this decision on when the sales volume at attractions and other retailers is highest or when large events are being held.

K. College Partnership Committee

The College should continue to play a leading role in Downtown Revitalization, and increase their involvement in the TDIA. The resources and assistance that the College can offer to TDIA as well as Downtown in general are immense. The College should assist TDIA in the formation and recruitment of a College Partnership Committee. This committee would be responsible for "bridging the gap" between Downtown Business Owners, Developers and Stakeholders and the needs of the Universities and their respective Student Body.

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SECTION V

CONCLUSIONS, IMPLEMENTATION AND FUTURE WORK

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

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

The next step towards implementation of the Revitalization Program begins with building the campaign around the TDIA. This will be the lead downtown revitalization organization and once re-established can then assist with the development and creation of the supporting organizations and committees. A sample job description for the Executive Director position leading TDIA can be found in the **Appendix as Attachment 4**. Additionally, TDIA Board of Directors will be the foundation for the remaining boards and committees. As soon as TDIA is re-established attention should be turned to the creation of the supporting organizations and committees.

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

#1 Re-establish the TDIA through utilization of existing board. Revisit and revise by-laws that support the recommended structure and mission.

#2 TDIA guides creation of the support committees: Economic Development Committee, Events Committee, and Merchants Committee.

#3 The City and TDIA begin the task of developing outreach plans for the Downtown Trenton Community Improvement District.

#4 The TDIA should draft a work program beyond initial implementation for established committees, that also includes the higher level creation of the DTCDC and DTRDC and any other support committees that arise.

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. TDIA will need strong leadership to ensure this doesn't occur. Assistance in evaluating these aspects can be found in the Appendix as Attachment 5.

Future DREAM Initiative work will assist in development and improvement of the various funding components, market analysis, and overall strategy development. Formation of these downtown organizations is the first step towards the development of a comprehensive Downtown Revitalization Program.

APPENDIX

Attachment 1

Downtown Organizational Assessment Questionnaire

The Downtown Organizational Assessment Questionnaire is part of a process to help the Trenton community evaluate existing downtown organizations. The process which is defined as the Organizational Structure Review will give the Trenton 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?

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

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?

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?

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

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?

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?

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 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

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

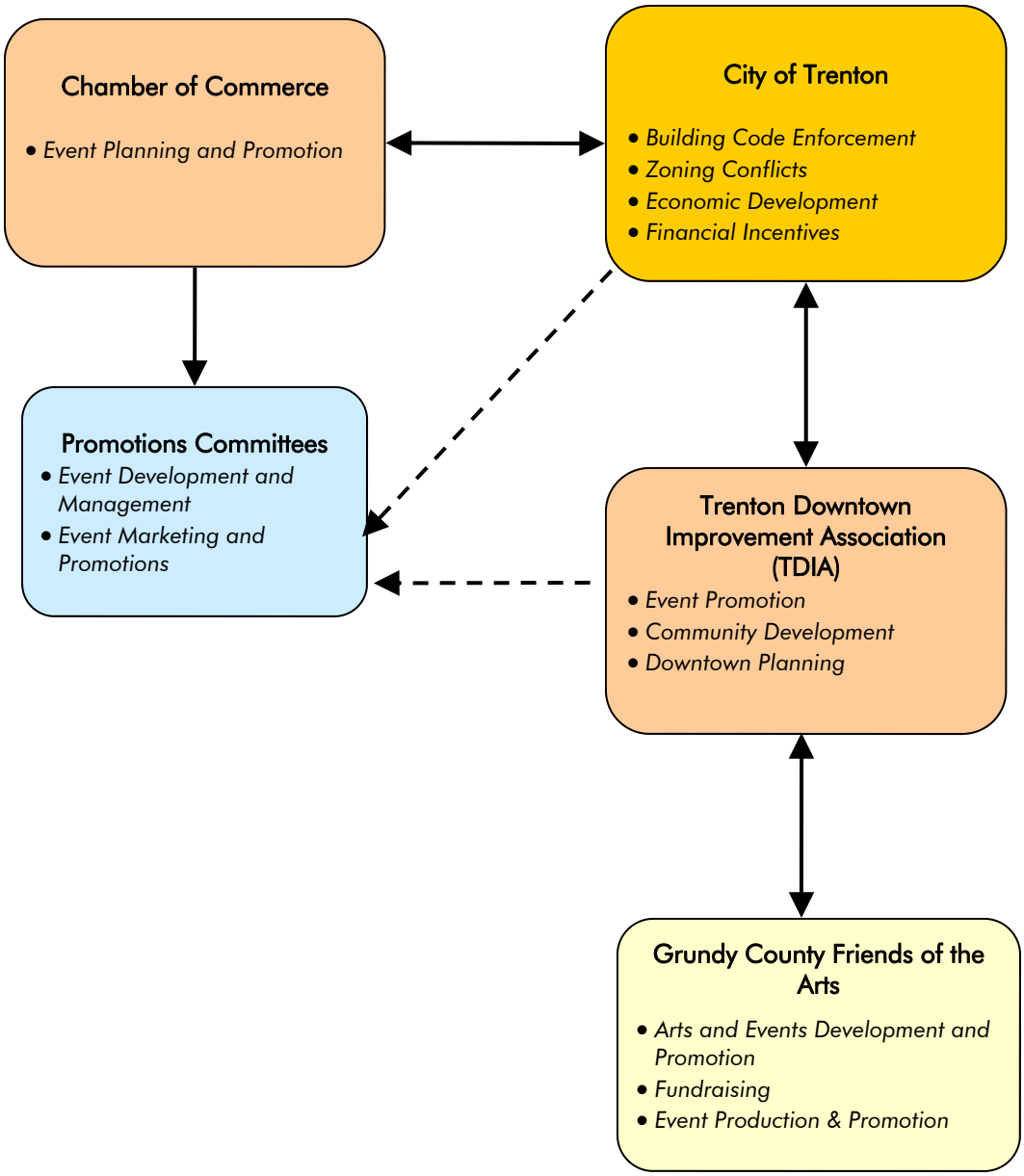
89. Does the organization have input into public policy?

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

Attachment 2-A

Existing Downtown Organizational Structure

ATTACHMENT 2-A
Existing Downtown Organizational Structure



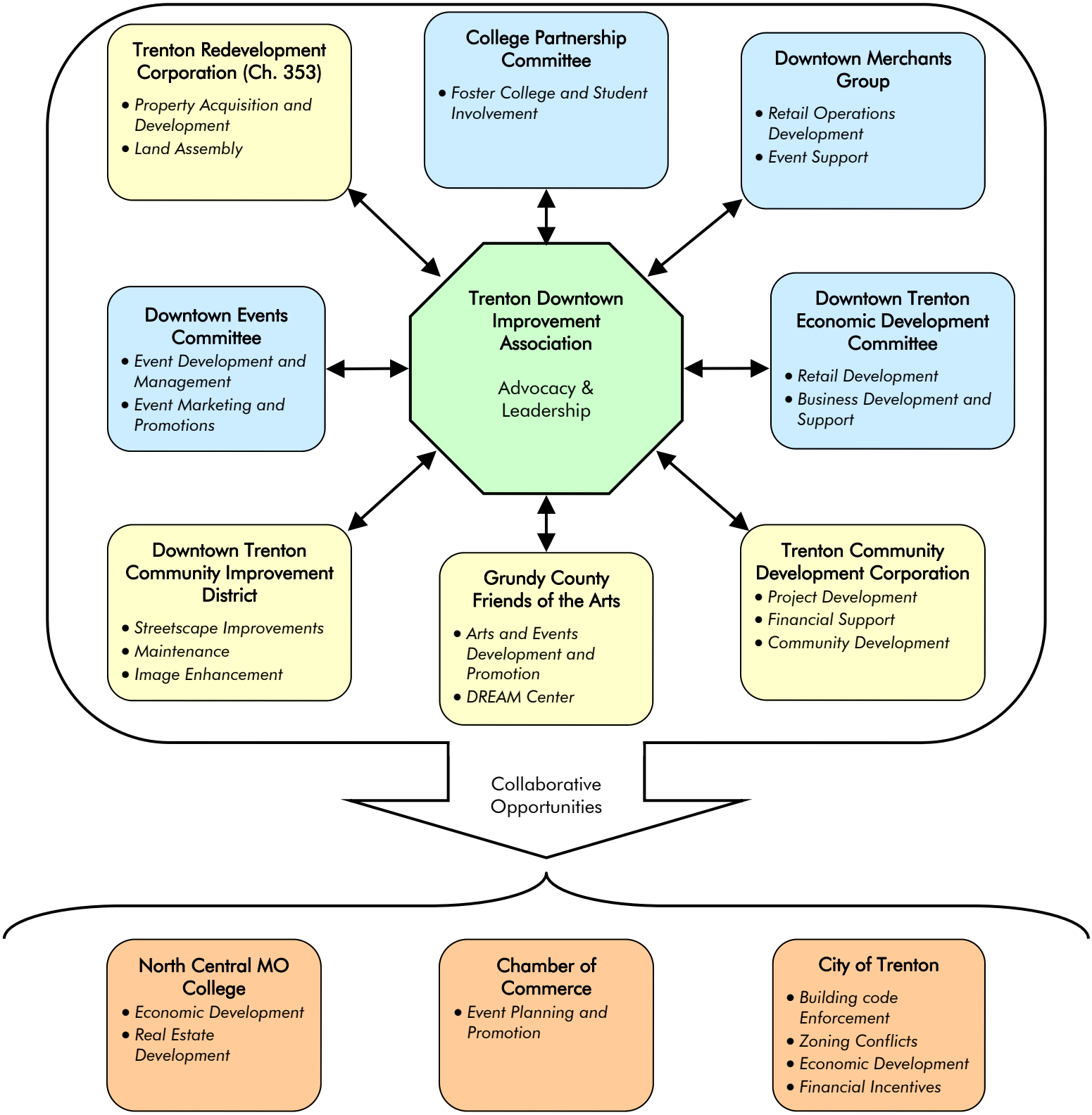
PGAV PLANNERS

DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI
D·R·E·A·M INITIATIVE

Attachment 2-B

Recommended Downtown Organizational Structure

ATTACHMENT 2-B
RECOMMENDED DOWNTOWN ORGANIZATIONAL STRUCTURE



PGAV PLANNERS

DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI
D·R·E·A·M INITIATIVE

Attachment 3-A

Downtown Organizations and Responsibilities

Downtown Organizations and Responsibilities

Elements of a Successful Organization	Trenton Downtown Improvement Association	Downtown Community Improvement District	Downtown Community Development Corporation	Downtown Redevelopment Corporation	Downtown Trenton Events Committee	Downtown Economic Development Committee	Downtown Merchants Group	City of Trenton	Grundy County Friends of the Arts	Trenton Chamber of Commerce
Leadership	Essential Participant						Support Responsibility	Support Responsibility		Support Responsibility
Management Characteristics	Essential Participant	Essential Participant								
Board Attributes	Essential Participant	Essential Participant	Essential Participant	Essential Participant						
Forming Partnerships	Essential Participant				Support Responsibility	Support Responsibility				Support Responsibility
Community Involvement	Essential Participant			Support Responsibility	Essential Participant				Support Responsibility	Support Responsibility
TDIA Funding	Essential Participant	Essential Participant		Essential Participant	Support Responsibility			Essential Participant		
Organizational Strategic Planning	Essential Participant	Essential Participant						Support Responsibility		
Project Planning and Facilitation	Essential Participant	Essential Participant	Support Responsibility	Essential Participant		Support Responsibility		Essential Participant		
Business Attraction, Retention,and Expansion		Essential Participant	Support Responsibility	Support Responsibility		Essential Participant	Support Responsibility	Essential Participant		Support Responsibility
Residential Development & Neighborhood Revitalization	Support Responsibility	Support Responsibility	Essential Participant	Essential Participant		Support Responsibility		Essential Participant		
Downtown Advocacy	Essential Participant	Essential Participant				Support Responsibility	Support Responsibility			
Real Estate Development Body	Support Responsibility		Essential Participant	Essential Participant		Support Responsibility				
Direct Marketing	Support Responsibility	Essential Participant			Essential Participant	Essential Participant	Essential Participant	Support Responsibility	Support Responsibility	
Special Events Planning	Support Responsibility	Support Responsibility			Essential Participant		Support Responsibility	Support Responsibility	Support Responsibility	Support Responsibility
Retail and Event Promotions		Essential Participant			Essential Participant	Support Responsibility	Essential Participant		Support Responsibility	Support Responsibility
Safety, Security, and Beautification	Support Responsibility	Essential Participant					Support Responsibility	Essential Participant	Support Responsibility	

Essential Participant Support Responsibility

Attachment 3-B

Specific Downtown Issues and Responsibilities

Specific Downtown Issues and Responsibilities

	Trenton Downtown Improvement Association	Downtown Community Improvement District	Downtown Community Development Corporation	Downtown Redevelopment Corporation	Downtown Trenton Events Committee	Downtown Economic Development Committee	Trenton Merhants Group	City of Trenton	Grundy County Friends of the Arts	Trenton Chamber of Commerce
Building Design Standards	Essential Participant	Essential Participant					Support Responsibility	Essential Participant	Support Responsibility	
Streetscape Design Standards	Essential Participant	Essential Participant					Support Responsibility	Essential Participant	Support Responsibility	
Parking Lot Renovations	Essential Participant	Essential Participant			Support Responsibility		Support Responsibility	Essential Participant		
Wayfinding Improvements	Essential Participant	Essential Participant					Support Responsibility	Essential Participant		Support Responsibility
Dowtnown Parks	Essential Participant						Support Responsibility	Essential Participant	Support Responsibility	Support Responsibility
Pedestrian Improvements	Essential Participant	Essential Participant					Support Responsibility	Essential Participant		Support Responsibility
Housing Stock Improvements	Essential Participant		Essential Participant	Essential Participant				Support Responsibility		
Façade Improvements	Support Responsibility	Essential Participant				Essential Participant	Essential Participant	Support Responsibility		Support Responsibility
Building Code Enforcements	Support Responsibility	Support Responsibility	Support Responsibility	Support Responsibility			Support Responsibility	Essential Participant		Support Responsibility

Essential Participant Support Responsibility

Attachment 4

Sample Job Description

Position Overview

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

Primary Duties and Responsibilities

Leadership

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

Downtown Advocate

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

Organizational and Project Planning

- Responsible for aligning organizational resources towards achieving Revitalization Program Vision
- Take lead in strategic planning of the downtown organization as well as the overall Downtown Revitalization Program
- Utilize resources and overcome obstacles in facilitating completion of goals and objectives

Management

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

Job Requirements

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

Attachment 5

Board and Committee Recommendations

BOARD AND COMMITTEE RECOMMENDATIONS

GENERAL OPERATING RECOMMENDATIONS

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

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

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

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

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

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

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

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

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

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

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

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

  Constant communication and involvement with all members will usually offer clues to where the leadership potential lies in an organization. Leadership positions require delicate handling. If the leadership position of a board or committee has a one-year term of office it may result in revolving door leadership. On the other hand long terms with officers staying in the position too long do not allow for the fresh input of new officers.

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

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

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

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

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

  It is natural for board or committee members to have different points of view and therefore conflicts, but the organization must make sure that people are not voting on their own self interests, but for the good of the group. Conflicts of interest, whether real or perceived, must be minimized and avoided if possible. The integrity of the voting members of a board or committee is called into question where clearly they would benefit from the vote, but are not being up-front about their stake in the matter. A policy for handling such matters should be developed.

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

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

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

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

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

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

- Respect the volunteers time.

  Due to the nature of a volunteer organization, where people are giving up their time to work on matters of mutual concern, it is important that everyone is able to enjoy the work in which they are involved. Satisfaction of a job well done is often their only paycheck. Acknowledgment for contributions plays an important role in volunteer work, especially in view of the fact that these are principally activities being undertaken by people apart from their paid employment. Those involved in the process are motivated by emission, 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.