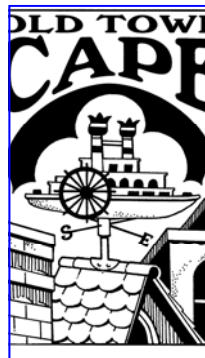


# ORGANIZATIONAL STRUCTURE REVIEW

## EVALUATION FINDINGS AND PRELIMINARY RECOMMENDATIONS

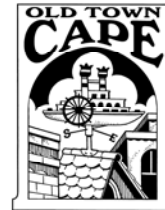
### CITY OF CAPE GIRARDEAU, MISSOURI

January 2010





# ACKNOWLEDGMENTS



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



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## SECTION I

### INTRODUCTION

All cities are unique in terms of their physical assets, community resources, history, and sense of place. A community's overall economic and social health is influenced by the viability of its Downtown. From a social standpoint, Downtown embodies the heritage of the community and gives it a sense of identity. From an economic standpoint, Downtown serves as the primary commercial hub where residents can work, shop, and live. A Downtown Revitalization Program encourages a dynamic Downtown that features unique retail opportunities, tourist attractions, employment possibilities, social interaction, and recreational outlets to residents and visitors. Downtown revitalization can benefit cities by improving their economic base, and civic identity of a community.

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

Successful revitalization depends on a variety of components including:

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

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

1. Encouraging the sustainability of existing organizations that are effectively carrying out the Downtown Revitalization Program,
2. Revamping, or changing, an existing organization to achieve the objectives of the Downtown Revitalization Program, or
3. Establishing new organizations (sometimes replacing one or more ineffective, existing organizations) to complete the Downtown Revitalization Program.

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 preferred action is to encourage the sustainability of existing organizations that are effectively completing the program. In many instances, however, organizational change may be necessary to meet the evolving roles and responsibilities of an existing organization in response to the progression of revitalization activities in the downtown. In these cases, organizational change is intended to “build organizational capacity.” The “capacity” of an organization includes its financial resources, personnel or staff, volunteer activity, and leadership. A clearly defined mission and strategic plan are necessary for organizations undergoing change as these institutional frameworks serve both to guide, and to serve as a foundation upon which to build capacity.



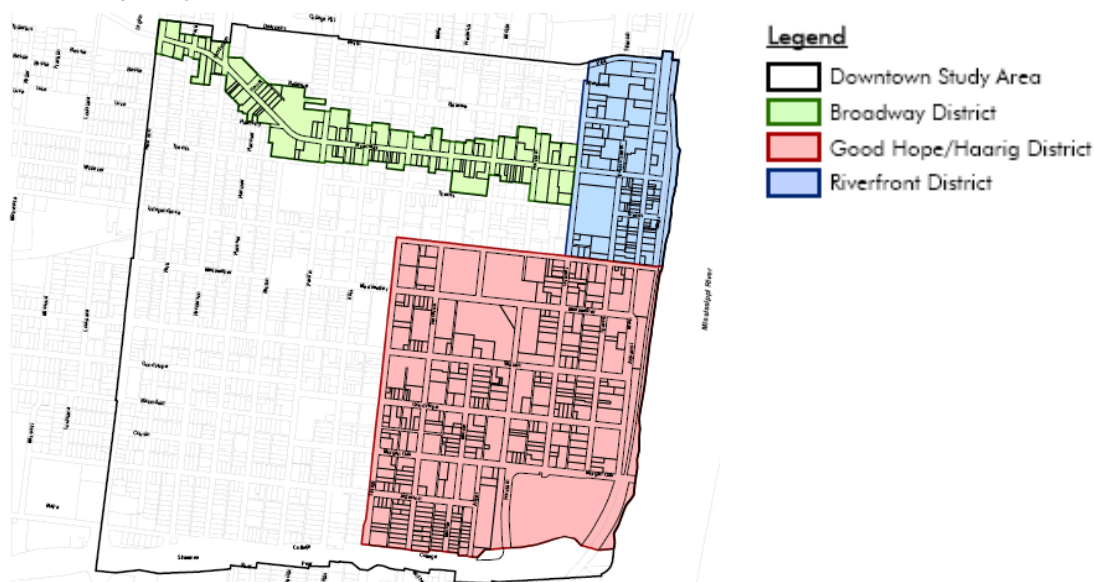
## SECTION II

### EXISTING ORGANIZATIONS AND REVITALIZATION EFFORTS

A prerequisite of DREAM Initiative program selection requires that a city demonstrate broad community-wide support for the revitalization of Downtown. The DREAM Initiative process conducted various surveys and discussions groups to solicit opinions about Downtown Cape Girardeau. Cape Girardeau residents, businesses, political leaders, and visiting college students speak of the importance of a vibrant Downtown and their interest in downtown revitalization.

Since the creation of Old Town Cape, Inc (OTC, Inc.) in 1999, six sub-districts within downtown, each having distinct characters, were identified. Through a community planning process the downtown business district of Cape Girardeau or “Old Town Cape District” developed a planning document that was approved in June of 2001 called “Downtown Framework”. In this plan, three distinct districts, each of unique character have emerged and the community has been taken vital steps to revitalize these areas. These districts are separate, but well connected and are in proximity to each other, see Boundary Map below.

**Boundary Map**



The Broadway District forms the northerly portion of downtown and is comprised mainly of specialty/convenience retail, office, entertainment, and upper level residential uses. The District is linear in context, straddling Broadway, a busy east-west roadway. The Broadway District extends from the western limits of Downtown to the Riverfront District.

The Riverfront District is the heart of Downtown Cape Girardeau. The District is primarily small and specialty retail shops, services, entertainment, eating & drinking establishments, office, and upper level residential uses.

The Good Hope/Haarig District is the largest of the three districts and is primarily single family homes and some multi family apartment units. The District also contains a few retail/convenience stores and service oriented businesses.

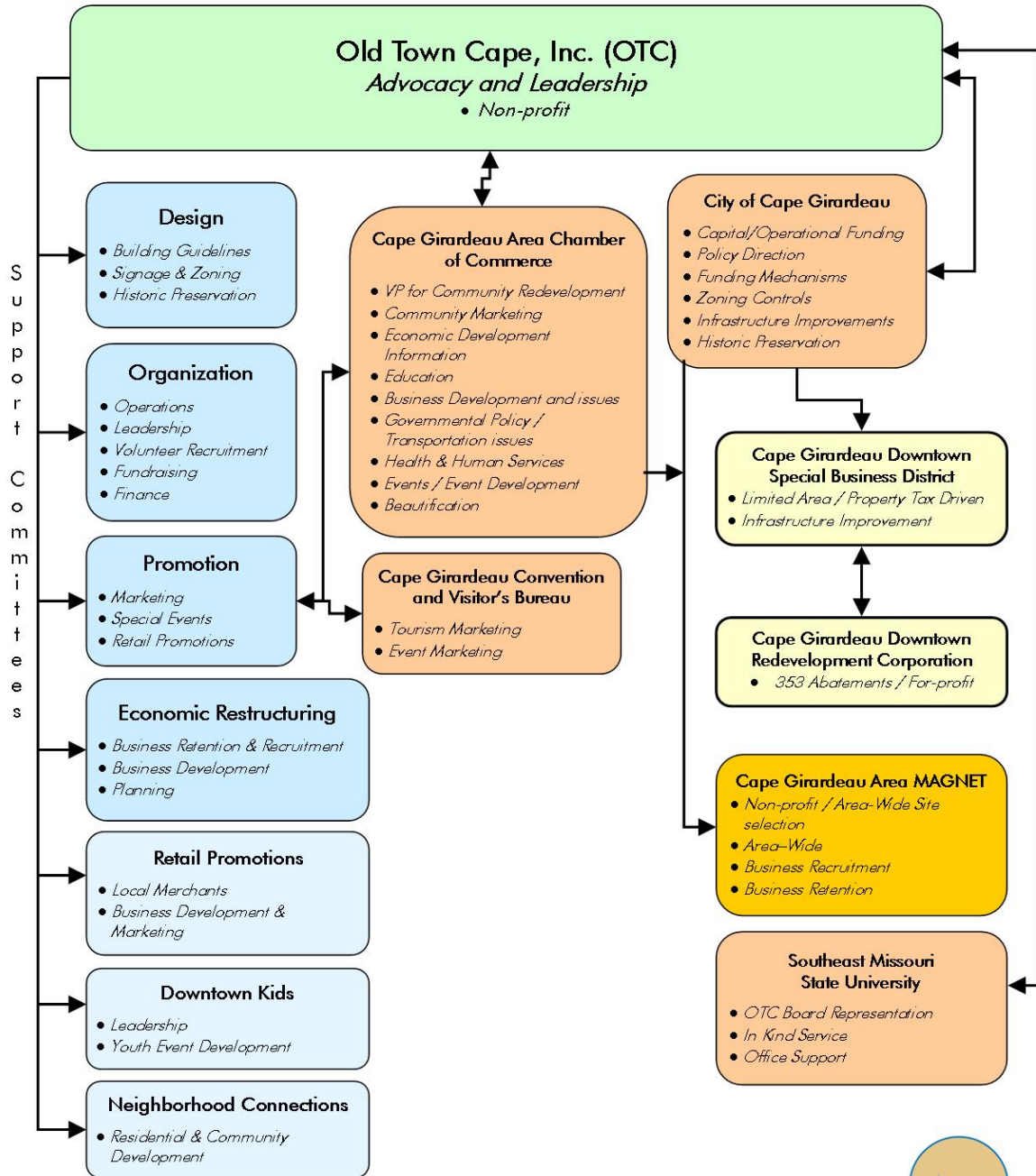
While the framework plan is a sufficient guideline, the desire for a cohesive strategy, trumped by a lack of resources to implement such a strategy, were noted as obstacles to downtown revitalization in Cape Girardeau's DREAM application. OTC, Inc. is the lead organization for downtown and has contributed significantly to the emerging revitalization. OTC, Inc. has merged with the previous merchant organization and is organized according to National Main Street structure to provide an outstanding organizational capacity for many groups and efforts. OTC, Inc. is assisted greatly by the Special Business District and the Chapter 353 Downtown Redevelopment Corporation. Other support in the revitalization structure comes from Southeast Missouri State University, the Cape Girardeau Area Chamber of Commerce, Convention and Visitors Bureau, and Cape Girardeau Area MAGNET.

As the lead "non-governmental" organization in the Downtown Revitalization Program, the DREAM Initiative discussed the function of the existing organizational structure with representatives of OTC, Inc., the City of Cape Girardeau, and the Cape Girardeau Area Chamber of Commerce within the context of an "Organizational Assessment Questionnaire." A copy of the "Downtown Organizational Assessment Questionnaire" is located in the **Appendix as Attachment 1**.

**Attachment 2- Existing Downtown Organizational Structure, located in the Appendix**, depicts the relationship of various organizations impacting the Downtown Revitalization Program.

The existing organizational structure in Downtown Cape Girardeau has addressed numerous issues over the past few years regarding revitalization. There are functioning finance mechanisms, investment in infrastructure such as the Riverfront Park and extending Fountain Street, and private investments in commercial and residential properties. Obtaining DREAM designation is another indication of growing success and enthusiasm in Downtown Cape Girardeau. However, there is a need to solidify, increase, and enhance the organizational structure for the anticipated future growth and development of Downtown Cape Girardeau.

ATTACHMENT 2  
EXISTING DOWNTOWN ORGANIZATIONAL STRUCTURE



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## **A. Old Town Cape, Inc. (OTC, Inc.)**

Old Town Cape, Inc. is a 501(c)3 established in 1999 to manage the revitalization of Downtown Cape Girardeau, through organization, promotion, and design.

OTC, Inc. employs a full time Executive Director and Project Manager. Due to the relationship with Southeast Missouri State University (SEMO), OTC, Inc has access to 30 hours of student labor and the occasional internship. According to the bylaws of OTC, Inc., the Executive Director is employed annually and officers are elected at that time. The Executive Director is charged with all administrative, promotional, and ongoing duties of the organization. OTC, Inc. is located in a rental location at 418 Broadway. The Board of Directors of OTC, Inc. is comprised of seventeen (17) members that serve three year staggered terms, but there does not appear to be a minimum or maximum amount of members. The board officers consist of the President, two Vice-Presidents, Secretary, and Treasurer and are elected annually except for the President which is filled by the immediate past Vice President.

As of the end of 2007, OTC Inc. had about \$130,000 in assets and the most recent annual budget (2007) was about \$192,000. The City directly contributes funding to OTC, Inc. for administrative and operational support. Remaining income for 2007 was composed primarily of investor (contribution) income (24%), Libertyfest (11%), and Auction income (9%). Special events in which OTC, Inc. is involved contribute 38% to the budget. There is no formal membership structure for OTC, Inc. and in addition to the board members; there are an estimated 30-40 active volunteers. OTC, Inc. is a representative and advocacy group for the 130 square blocks denoted as "Old Town Cape". OTC, Inc. is supported through the annual contributions of investors, sponsorships, and through contributions, both financial and in kind, from their partners, the City of Cape Girardeau and the Convention & Visitors Bureau.

OTC, Inc. achieved Missouri Main Street status in 2000 and National Main Street status in 2004. The OTC, Inc. committees use the Main Street approach; the committees consist of: Design, Organization, Economic Restructuring, and Promotion. There are ad-hoc committees formed for various events, most notably Liberty Fest and Tunes at Twilight.

Each of these committees has a purpose & work plan in place. These documents should be reviewed and/or altered to align their focus with the goals of the organization and the Main Street approach. The OTC, Inc. Board of Directors has an Executive Committee formed from the Board Officers and Executive Director.

OTC, Inc. provides the focus and leadership organization for Downtown Cape Girardeau and has successfully initiated projects and promotions. During the initial assessment visit, officials identified the organizational issues of OTC, Inc. to include strategic planning for overall development of the three districts, identification of sustainable operational funding sources, and the enhancement of OTC, Inc.'s leadership role in the entire community, improvement of committee resources, and the strengthening of collaborative efforts.

## **B. City of Cape Girardeau (City)**

The City is a Council / Manager form of government and has an important role to play in all aspects of revitalization, specifically: building code enforcement; solving zoning conflicts; financial assistance; and implementing building and streetscape design standards. The City has completed street and infrastructure improvements throughout the downtown districts, provided funding for the River Campus, and successfully worked to attract the new United States Federal Courthouse downtown. These financial commitments to the downtown have been generous and amount to over \$12 million. City Hall is located at 401 Independence in the Downtown area.

The City adopts a transportation capital improvement program every five years, the Transportation Trust Fund, which includes various projects in the Downtown Revitalization Area. The City administers numerous advisory committees on many issues, including Planning & Zoning and the Historic Preservation Commission. The "Old Town Cape" area is a designated Enhanced Enterprise Zone and coordination of activities within the Zone is handled by the City's Planning Division.

The City also provides a policy framework to the downtown area by placing emphasis on the special needs of Downtown, encouraging private investment, and by providing a staff representative on the Board of OTC, Inc. The City also contributes \$20,000 annually to support Old Town Cape, Inc. City support is critical to maintaining the momentum of the revitalization.

Although the City has been supportive of the Downtown effort, as other areas of the City grow it will be important for City leaders to continue to justify and sustain the support to Downtown in the face of possible criticism. The citizens of Cape Girardeau must constantly be reminded of the importance of Downtown.

## **C. Cape Girardeau Downtown Special Business District (SBD)**

The Special Business District has been in place since 1980 and is financed by a separate property tax levy in a limited area within the Downtown. Funding amounts to about \$20,000 annually and a City appointed board makes recommendations concerning the expenditures of these funds. Past capital improvements include the installation of vintage lighting within Downtown and several streetscape enhancements.

The SBD contracts with the Cape Girardeau Downtown Redevelopment Corporation for certain improvements to the downtown area.

## **D. Cape Girardeau Downtown Redevelopment Corporation (DRC)**

The Redevelopment Corporation was formed in 1980 as a for-profit corporation, with limitations on earnings, pursuant to Ch. 353 statutes. From time to time the DRC contracts with the Special Business District to administer certain development activities and has the ability to take advantage of unique financial tools as well as be a leader in property acquisition.

#### **E. Cape Girardeau Area Chamber of Commerce (Chamber)**

The Chamber is an independent, area-wide, membership funded organization whose mission is “to serve the Cape Girardeau area and its businesses as the principal advocate in fostering economic progress, vitalizing jobs, and improving the quality of life.” The Chamber’s programs involve leadership, education, tourism and events, beautification, governmental policy, health & human services, industrial business issues, small business issues, marketing and media communications, and transportation improvements. The offices of the Chamber are located at 1267 N. Mount Auburn Road, removed from the downtown area.

The Chamber, like the City, is very supportive of the emerging Downtown revitalization, as demonstrated by the Chamber’s appointment of one of its two Vice Presidents as the principal local contact for the DREAM Initiative.

#### **F. Cape Girardeau Convention and Visitor’s Bureau (CVB)**

The CVB provides tourism marketing of attractions, shopping, lodging, arts, entertainment, dining, and recreation to overnight visitors of the City of Cape Girardeau, including attractions in the downtown districts. The offices of the CVB are located at 400 Broadway in the Downtown area.

#### **G. Cape Girardeau Area MAGNET (MAGNET)**

The Magnet is a not-for-profit economic development organization providing regional site location, incentive information and other assistance to current and perspective industries. The magnet’s stakeholders include the cities of Cape Girardeau, Jackson, Scott City and the County of Cape Girardeau.

#### **H. Southeast Missouri State University (Southeast)**

Southeast Missouri State University was a key stakeholder in the formation of the OTC, Inc. organization and has been a partner since the beginning. The University not only provides a representative to serve on the OTC, Inc. Board of Directors, but supports the development of faculty expertise to support Old Town Cape’s mission by covering the representative’s training and travel costs. In addition, the University provides other in-kind services including up to 30 hours of student labor in the offices of OTC, Inc.

The University also provides office, computer equipment, information technology assistance and other services as needed to assist the OTC program.



## **SECTION III**

### **ELEMENTS OF SUCCESSFUL ORGANIZATIONS AND REVITALIZATION EFFORTS**

Downtown revitalization occurs when numerous entities work together to reach a common goal. Each of the participating organizations 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; Organization Funding; Strategic Planning; Project Planning and Facilitation; Business Attraction, Retention, and Expansion; Downtown Advocacy; Development Body; District Marketing; Special Events Planning; Retail and Events 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 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 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 boards be limited in size to 7-9 members. Larger boards are possible in larger communities. 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.

#### **D. Forming Partnerships**

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

#### **E. Community Involvement**

Successful organizations must ensure that citizens, businesses, and particularly residents of surrounding neighborhoods have opportunities for input and involvement in plans for Downtown. 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.

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 various state tax incentive and grant programs. Utilizing different funding sources is necessary due to use limitations of different sources, as well as to build a stable and diverse funding structure to ensure sustainability. Different local fundraising activities include: membership donations; historic or holiday house tours; and in-kind contributions. Outside funding opportunities include: grants; loans; and tax credit programs.



## **G. Organizational Strategic Planning**

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

## **H. Project Planning and Facilitation**

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

## **I. Business Attraction, Retention and Expansion**

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

Business attraction and new business development is an important component of a Downtown Revitalization Program. 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, incubators have been used successfully in developing retail businesses where national recruitment efforts have failed. The incubators, with support from the business community and the University, will have the opportunity for business creation, marketing and product development. 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, some Downtown communities, residents, and businesses feel neglected and detached from the larger Cape Girardeau 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 Downtown 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 communities have development authorities, which perform many of the tasks listed above. Such authorities provide the professional services and business acumen to manage development and redevelopment projects. 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, historical character and culture of Downtown. Creating a new image or enhancing the existing image of the Downtown involves promotional activities that build upon retail 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 local 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**

Successful Downtown Revitalization Programs 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 include; store window decoration, building façade improvement, street furniture, banners, etc...

Increased signage, banners, maps, and improved wayfinding lessen congestion and help in the presentation of Downtown. 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 AND ENHANCEMENT

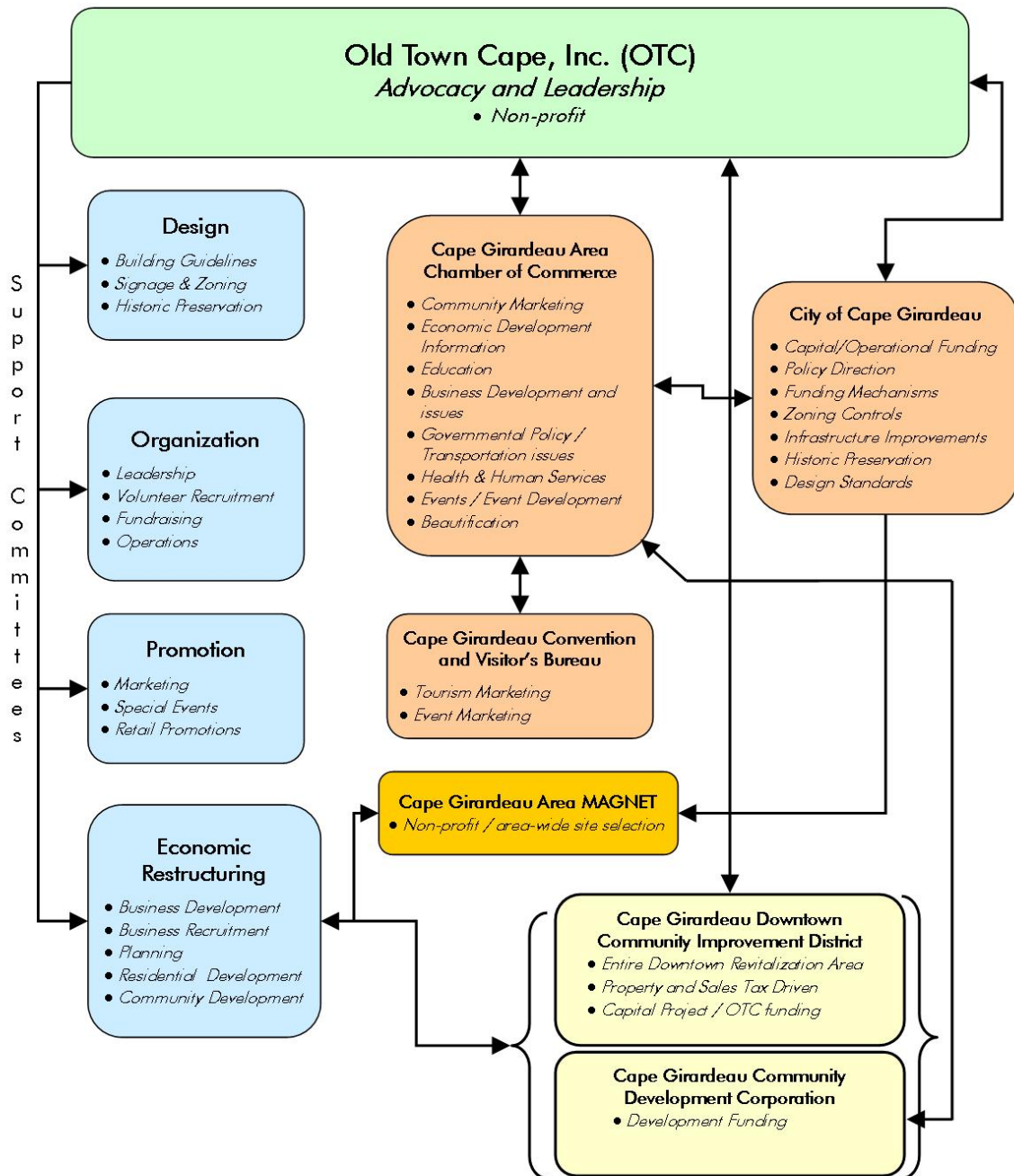
Several active and engaged entities have demonstrated a commitment to providing leadership, resources, and energy to Cape Girardeau's evolving Downtown Revitalization Program. This current "organizational structure" has worked very well, and has established a strong foundation for incorporating the elements of successful organizations and revitalization efforts described in Section III. However, there are a few elements that are currently not being addressed, or have not historically been needed, that may become important features of the Downtown Revitalization Program. Evolving needs require increased "organizational structure capacity" to address these elements in the future.

Cape Girardeau's existing downtown "organizational structure" is quite adequate to continue the leadership, resources and energy needed to facilitate the Downtown Revitalization Program. The recommendations to be made will focus on strengthening the Downtown focus provided by the current "organizational structure" and strengthening the bonds and sustainable support structure to minimize socio-political impacts to the revitalization effort. The existing groups have established a strong foundation for incorporating the elements of successful organizations and revitalization efforts described in Section III. In addition, several of the existing organizations could increase their capacity to support the Downtown Revitalization Program through growth, collaboration, planning, and increased financial resources. 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.

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.

ATTACHMENT 3

RECOMMENDED DOWNTOWN ORGANIZATIONAL STRUCTURE



## **RECOMMENDATIONS FOR NEW ORGANIZATIONS**

The following recommendations for new organizations focus primarily on increasing the financial capacity of the existing “organizational structure” in order to utilize public funding, attract and leverage private capital, and promote increased economic activity. Board membership for the new organizations should be represented by existing Board Members from other key organizations involved in Downtown in order to ensure continuity of planning, policy, and administration of the Downtown Revitalization Program. **Attachment 3-Recommended Downtown Organizational Structure** located on the previous page and in the **Appendix**, depicts the recommended interaction of the various existing and new organizations impacting the Downtown Revitalization Program.

### **A. Cape Girardeau Downtown Community Improvement District (CGDCID)**

The development of a Community Improvement District would greatly benefit Cape Girardeau’s Downtown. The Cape Girardeau Downtown Community Improvement District (CGDCID) will channel private sector energy toward the solution of public issues in part by providing an extra level of service and funding to the Downtown Revitalization Program. The proposed CGDCID would replace the current Special Business District.

The funds generated by CGDCID should be used to assist with Downtown beautification (such as streetscape and parking enhancements), maintenance of infrastructure and to encourage the redevelopment and rehabilitation of existing buildings. A portion of funds should be earmarked to provide:

- District Marketing;
- Cleaning & Maintenance;
- Public Safety Programs;
- Administrative Support;
- Retail Promotions;
- Local Business Practices Improvements; and
- Capital Improvements & Beautification.

It is recommended that the CGDCID contract with OTC, Inc to provide administrative and technical services for ongoing administration of the CGDCID. The CGDCID will work with the City and OTC, Inc. to provide increased public financing resources resulting from private investment to meet the comprehensive objectives of the Downtown Revitalization Program.

It is recommended that the CGDCID be organized as a political subdivision, as it provides a more stable revenue source. Forming the CID requires a signed petition submitted by the City that includes:

- Signatures from property owners owning more than 50% of assessed value of real property
- Signatures from 50% per capita of all owners
- Defined boundaries of the district

- 5-year capital and service plan outlining purpose of district
- Cost estimates of proposed improvements

A political subdivision CID is organized through a petition which states whether the Board is elected or appointed by the ranking city officials. Representation on the Board should be with Downtown property owners, residents, or business owners. Old Town Cape, Inc., the Chamber of Commerce and the City should also be represented on the Board. It is recommended that the Board consist of seven (7) to nine (9) members. A political subdivision CID may be funded by levying a special assessment on real property, charging a fee for business licenses, or charging an additional sales tax. The recommended funding mechanism for the CID is a property and sales tax. A property tax on all property within the district boundaries should be the primary funding source and a sales tax option should be considered.

### **RECOMMENDATIONS FOR EXISTING ORGANIZATIONS**

The following existing organization recommendations focus principally on increasing the administrative and marketing capacity of the existing organizations. The DREAM Initiative recognizes the importance of identifying resources to increase the financial capability and ensure long-term sustainability of OTC, Inc. and its partner organizations. As previously noted, the funding necessary to sustain these organizations will be addressed in more detail in the Financial Assessment Review component of the DREAM Initiative.

#### **A. OTC, Inc. Recommendations**

OTC, Inc. is a downtown based non-profit corporation formed to conduct and implement public benefit projects and other redevelopment activities. OTC, Inc. can expand to take on many roles in the revitalization effort, including housing development, commercial real estate development, economic development, and small business development.

OTC, Inc. can be made more sustainable through the funding streams generated by a Community Improvement District (as discussed on the previous page.) OTC, Inc. should develop a working relationship with CGDCID to assist with the promotions and marketing for the CID. The CGDCID and OTC, Inc. should emphasize policy and program development, organizational planning, and project financing. The OTC, Inc. director should have the authority to develop and review staff needs. Staffing levels of OTC, Inc. need to be reviewed regularly to ensure appropriate staff numbers and that expertise of staff is maintained (e.g. events coordinator, assistant director, sub-district managers). Annual Reviews should be conducted to ensure that staff needs are being met.

The committees of OTC, Inc. need carry out their specific mission statements and goals. The Economic Restructuring Committee has the opportunity to build on many of the tools and planning outcomes of the DREAM Initiative (i.e. Housing Market Study, Retail Market Study, and Financial Assistance Evaluation). The financing mechanisms can be utilized by the Economic Restructuring Committee to assist in developer and private investor recruitment.



A consistent effort to broaden volunteer recruitment needs to be made. OTC, Inc. “core” volunteers are effective and enthusiastic; however, there is a limitation to the number of volunteer hours this group can donate. An expanded volunteer pool will increase OTC’s capacity for events, programs, policy influence, and strengthen the connection of the community to the Old Town Cape District.

OTC, Inc. should expand its strong connection to Southeast Missouri State University. The University currently supports OTC in a number of ways including providing student labor for the office, information technology support, interns and professional support. In addition, OTC should work to develop a stronger relationship with the University in regards to property development and expansion, to ensure coordination of efforts and direction.

## **B. City of Cape Girardeau Recommendations**

City services are one of the essential elements for a successful Downtown Revitalization Program. The financial commitment by the City through the Transportation Trust Fund (TTF) should continue and exceed the current level of activity for downtown projects. The TTF program should include at least one project annually in the downtown. Additional projects should also be considered, especially infrastructure projects identified in the City’s comprehensive plan and the DREAM Initiative Plan. Projects enhancing the downtown streetscapes, sidewalks, parking, and signage should be funded along with utility infrastructure and street projects.

In addition, the City should maintain, or increase, its current financial support to OTC, Inc. This support shows commitment to the Downtown and gives increased creditability to Old Town Cape, Inc. Support from the City will also enhance OTC, Inc.’s ability to collaborate with MAGNET and the Convention and Visitor’s Bureau on economic development and tourism projects.

It is recommended that OTC take the lead initiative, in partnership with City, in educating and informing the downtown community about the benefits of dissolving the Special Business District and establishing the expanded Community Improvement District. Capitalizing on the economic activity by Downtown area businesses can generate increased tax revenue for the Old Town Cape District. The CID will provide additional resources to continue and improve the City’s capital improvement program. The additional resources will solidify OTC, Inc’s programming and sustainability.

The City of Cape Girardeau should review its current staffing to make sure they have adequate staff and the expertise that is required to competently handle the issues related to Downtown development. City staff will need to be prepared to accommodate changes in zoning, design guidelines, and supplemental design standards. The City needs to develop a process that will encourage historic rehabilitation and other development in the downtown. The City should develop a well defined project review process involving the Development Services Department. This issue is discussed in detail within the Building Design Guidelines Report of the DREAM Initiative.

The City of Cape Girardeau has jurisdiction in Downtown regarding the public right-of-way, public property and infrastructure. The City is the only agency which can enforce building codes and provide public safety services. The City is also the only Local Public Agency which can apply for certain state and federal agency funding programs. Such programs will be critical in the future redevelopment and sustainability of Downtown.

**C. Cape Girardeau Area Chamber of Commerce Recommendations**

The Chamber should be involved in Downtown revitalization, encourage Old Town Cape District events, and offer as much assistance as its membership will allow.

The Cape Chamber has increased their emphasis on redevelopment by employing a staff member with responsibilities and oversight of Chamber efforts. The Chamber should continue to step-up efforts to promote Downtown redevelopment, from promotion of Downtown businesses to marketing of development properties in Downtown.

**D. Cape Girardeau Downtown Redevelopment Corporation**

The Cape Girardeau Downtown Redevelopment Corporation should be dissolved. The functions and projects of the DRC will be handled by the CID and TIF in the future. Legal advice should be sought by the DRC to ensure compliance with all state and local laws.

**E. Cape Girardeau Downtown Special Business District**

This District is recommended to be replaced with the expanded and more flexible Cape Girardeau Downtown Community Improvement District (CGDCID) noted as item A in Section IV. The City Council should take appropriate measures to dissolve the SBD. Dissolution of the SBD coincides with the creation of the CID.

**F. Cape Girardeau Area MAGNET (MAGNET)**

The Magnet is a not-for-profit economic development organization providing regional site location, incentive information and other assistance to current and perspective industries. Creating a strong working relationship with Old Town Cape, Inc, the City of Cape Girardeau and the Chamber of Commerce to create economic development opportunities in the Old Town Cape District and throughout Downtown should be a top priority

**G. Cape Girardeau Convention and Visitor's Bureau (CVB)**

The CVB provides tourism marketing of attractions, shopping, lodging, arts, entertainment, dining, and recreation to overnight visitors of the City of Cape Girardeau, including attractions in the downtown districts. The CVB should coordinate with Old Town Cape, Inc and the City of Cape Girardeau for special events marketing.

## **H. Southeast Missouri State University**

Southeast Missouri State University has made significant contributions in revitalizing downtown Cape Girardeau. These contributions include enhanced entry ways to their campus and most notably the development of the River Campus and the new Alumni Center/Innovation Center complex. These additions are not only major developments, but will significantly impact the development of the area immediately surrounding the campus and be an economic stimulus to the Downtown.

In its efforts to enhance all its campus areas, the University seeks to collaborate with the other organizations dedicated to revitalizing adjoining districts, such as City of Cape Girardeau, Chamber of Commerce, and Old Town Cape, Inc. By bringing together all these entities, the University will be able to maximize its investment by coordinating the efforts of these other organizations. By working together, particularly in the planning stages, both the University and others will be more likely to be successful in achieving the overall aims of revitalization as outlined in the downtown strategic plan.

## **I. Cape Girardeau Community Development Corporation**

The Community Development Corporation (CDC) was formed in February 2009 and is comprised of ten local banks to assist with gap financing for small business and redevelopment efforts in the Cape Girardeau area. The CDC was created by initiatives of local leaders including the Cape Girardeau Area Chamber of Commerce, City of Cape Girardeau, Old Town Cape, Small Business Development and Technology Center, Missouri Research Corporation and the Cape Girardeau Area MAGNET. OTC, Inc. and the Chamber of Commerce should advocate on behalf of Downtown to the CDC.

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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. Current roles and responsibilities will change as goals are met, projects are completed, new issues arise, and organizations redefine goals and objectives. **Attachment 4-A – Downtown Organizations and Responsibilities** is located in the **Appendix**, as is **Attachment 4-B - Specific Downtown Issues and Responsibilities**.

The strength of Downtown Revitalization Programs is realized through 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 the respective organizations. In order to attain a high level of cooperation, and agreement in goals and objectives, the boards should contain individuals who may serve on multiple boards or have an understanding of the missions of the various organizations.

Old Town Cape, Inc. should work on committee missions and achieving goals. Old Town Cape, Inc. should also identify funding sources and long term funding sustainability. Then a special “Formation Committee” can be developed for the purpose of Special Business District dissolution and establishment of the Community Improvement District. Additional work will include development of further organizational goals, mission, vision, etc. for the various organizations and committees. Assistance in evaluating these aspects can be found in the **Appendix as Attachment 5**.

Cooperation extends beyond downtown to organizations that impact downtown through their own broader efforts and activities in the City and County. Ongoing dialogue and recurring information sharing ensures that downtown’s “partner” organizations contribute to the overall success of the Downtown Revitalization Program with continued time, resources, financial commitments and policy leadership.

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

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# APPENDIX

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# Attachment 1

## Downtown Organizational Assessment Questionnaire

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## Downtown Organizational Assessment Questionnaire

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

### Community Characteristics

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

### Organization Characteristics

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

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

### **Mission, Purpose, Goals, Vision, Etc.**

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

### **Internal Organization Assessment – Committees**

30. How many committees are there involved in your organizations activities?
31. What type of activities do the committees conduct?
32. Do committees have a clear statement of purpose?
33. Do committees have clear written goals and objectives?

- 34. Do the committees function?
- 35. Do the committees have specific roles and responsibilities that all members of the organization understand?
- 36. Is the committee structure and membership make-up reviewed annually for relevancy?

#### **Internal Organization Assessment – Board**

- 37. How many members are on the governing board?
- 38. Does the organization's board currently have committed and active members?
- 39. Does the organization's board currently have enough people to carry out its purposes and goals?
- 40. Do board members have diverse downtown/community interests and perspectives?
- 41. Do board members have the right mix of skills to lead and direct?
- 42. Does the organization have a system for recruiting board members for specific needs?
- 43. Do terms of office provide for stable yet renewing leadership?
- 44. Does the organization have an orientation session for new board members?
- 45. Does the organization's board have a drop-out or non-attendance problem?
- 46. Do board members trust each other?
- 47. Do board members get along well with each other?
- 48. Do board members avoid conflicts of interest?
- 49. Do board members act as a team and work together?
- 50. Do board members enjoy the organizations meetings and activities?
- 51. Are board members talents being fully utilized?
- 52. Are board members individual contributions recognized?

53. Are board members collective efforts acknowledged?

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

### **Internal Organization Assessment – Membership**

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

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

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

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

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

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

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

62. Does the organization have a drop-out problem?

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

64. Are general member's individual contributions recognized?

65. Are general member's collective efforts acknowledged?

### **Leadership Characteristics and Effectiveness**

66. Are board decisions usually made by:

h. The board

i. The officers

j. Executive director

k. The committees

l. Specific individuals

m. The membership

n. Combination of above

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



84. Does the leadership see to it that those persons clearly understand their assignments and specific tasks?
85. Does the leadership see to it that visible results occur?
86. Does the leadership see to it that results are reported to the group?
87. Has the organization established standards of performance or benchmarks from which to evaluate outcomes? If so, please identify and explain those that apply:
- a. Crime Rates
  - b. Taxable retail sales
  - c. Number of jobs created
  - d. Pedestrian/visitor counts
  - e. Lease rates
  - f. Customer attitude survey
  - g. Occupancy rate
  - h. Business license revenue
  - i. Population
  - j. Change in tax base
  - k. Value of real property investment
  - l. Population density
  - m. Other

#### **Fiscal Resources**

88. Approximately what is the organizations annual budget?
89. Which of the following are sources of funding for your organization (estimate percentage of total budget for each)?
- a. Special tax assessment on property and/or business
  - b. Bonds (public or private)
  - c. Voluntary donations
  - d. In-Kind contributions
  - e. City general tax revenues
  - f. Subsidies or grants from Federal Gov't
  - g. Subsidies or grants from State Gov't

- h. Sale of goods or services
- 90. What fundraising activities does the organization undertake?
- 91. Are the organization's resources sufficient to achieve its goals?
- 92. Are the organization's resources being used effectively?
- 93. Is the organization driven primarily by its:
  - a. Budget
  - b. Goals/strategic plan
  - c. Outside factors

### **Community Networking and Coalition Building**

- 94. Does the organization relate to other community groups and governmental units through ongoing, working relationships?
- 95. What types of other community groups and governmental units does the organization work with?
  - a. Municipality
  - b. Community Improvement District
  - c. Business Associations
  - d. Chamber of Commerce
  - e. Economic Development Organization
  - f. Visitor or tourism association
  - g. Service Club
  - h. Environmental Groups
  - i. Historic Preservation 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

96. Does the organization seek out new relationships and build coalitions of mutual interest?
97. Does the organization have input into public policy?
98. Does the organization network at the regional, state, national levels?

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# Attachment 2

## Existing Downtown Organizational Structure

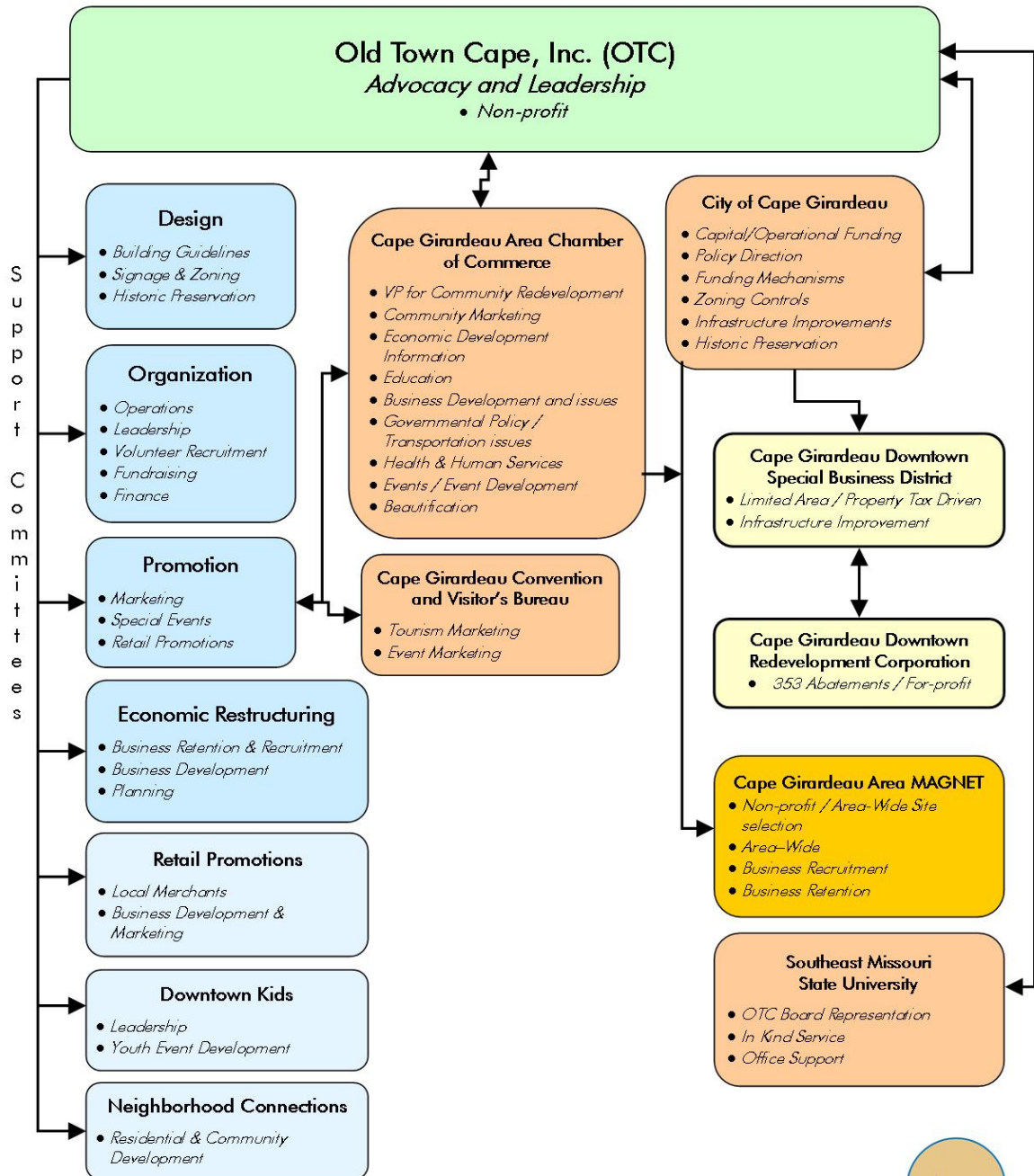
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# Attachment 2

## ATTACHMENT 2 EXISTING DOWNTOWN ORGANIZATIONAL STRUCTURE



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# Attachment 3

## Recommended Downtown Organizational Structure

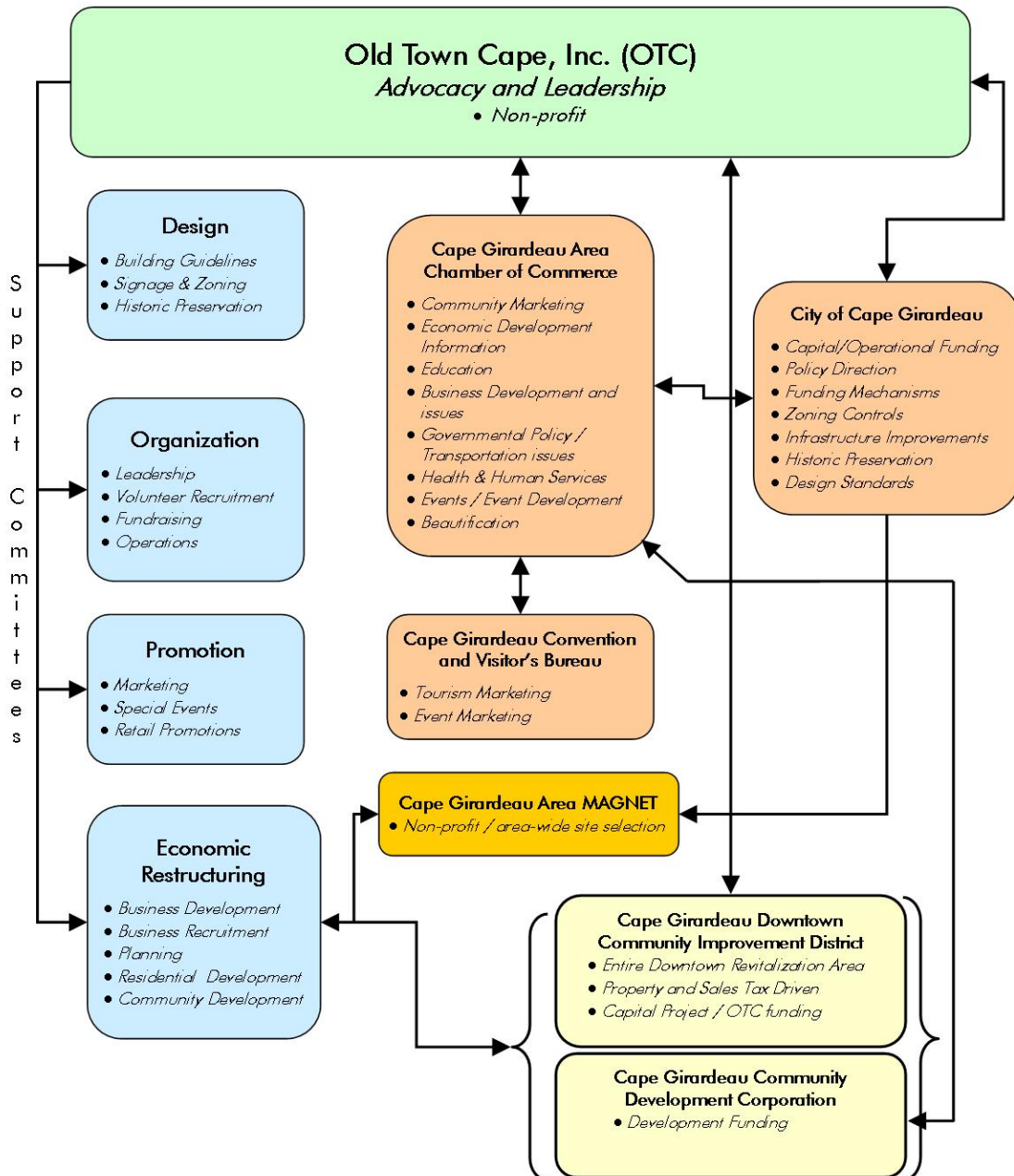
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# Attachment 3

## ATTACHMENT 3 RECOMMENDED DOWNTOWN ORGANIZATIONAL STRUCTURE



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# Attachment 4A

## Downtown Organizations & Responsibilities

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### Attachment 4-A - Downtown Organizations and Responsibilities

Elements of a Successful Organization	Existing Organizations				Recommended Organizations or Changes	
	Old Town Cape, Inc.	Cape Girardeau Area Chamber of Commerce	City of Cape Girardeau	Cape Girardeau Convention & Visitors Bureau	Cape Girardeau Downtown Community Improvement District	Cape Girardeau Community Development Corporation
Leadership						
Management Characteristics						
Board Attributes						
Forming Partnerships						
Community Involvement						
Organization Funding						
Organizational Strategic Planning						
Project Planning and Facilitation						
Business Attraction, Retention, and Expansion						
Residential Development and Neighborhood Revitalization						
Downtown Advocacy						
Real Estate Development Body						
Direct Marketing						
Special Events Planning						
Retail and Event Promotions						
Safety, Security, and Beautification						

 Essential Participant

 Support Participant

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# Attachment 4B

## Specific Downtown Issues & Responsibilities

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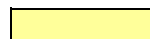
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#### Attachment 4-B - Specific Downtown Issues and Responsibilities

	Old Town Cape, Inc.	Cape Girardeau Community Development Corporation	Cape Girardeau Downtown Community Improvement District	City of Cape Girardeau	Cape Girardeau Area Chamber of Commerce	Promotion Committee	Design Committee	Economic Restructuring Committee	CVB
Building Design Standards									
Building Code Enforcement									
Wayfinding Improvements									
Retail Attraction									
Retail Promotions									
Merchant Education									
Commercial Property Acquisitions									
Commercial Property Renovations									
Façade Improvements (Revolving Loan Fund)									
Parking Lot Improvements									
Pedestrian Improvements									
Downtown Branding									
Downtown Event Development									
Tourism Marketing									
Housing Stock Improvements									



Essential Participant



Support Participant

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# Attachment 5

## Best Practices For Board and Committee

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## Attachment 5

### Best Practices for Board and Committee

#### 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 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 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 or 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 viewpoints from the community and represent diverse geographical representation of the municipality. The board should encourage all discussion. Without debate decisions may represent superficial agreement rather than having covered the more difficult, important, 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 viewpoints 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.

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.