

**FEDERAL HILL MAIN STREET, INC. WORK PLAN
OCTOBER 1, 2004 – SEPTEMBER 30, 2005**

MISSION OF THE FEDERAL HILL MAIN STREET PROGRAM:

Revitalize and develop a vibrant and thriving business community.

GOAL OF THE DESIGN COMMITTEE:

Administer the façade grant program and raise awareness about design and its contribution to business in order to beautify the community.

GOAL OF THE PUBLIC SPACES SUBCOMMITTEE:

Improve overall ambience of outdoor public spaces in the community.

GOAL OF THE ORGANIZATION COMMITTEE:

Support programmatic activities with resources such as volunteer recruitment, visibility, interface with business association and residents, and administrative oversight.

GOAL OF THE PROMOTIONS COMMITTEE:

Increase public awareness of Federal Hill and encourage neighborhood residents and tourists to patronize the businesses; organize primary fundraisers.

GOAL OF THE BUSINESS DEVELOPMENT COMMITTEE:

Recruit, expand and retain businesses in Federal Hill.

GOAL OF THE EXECUTIVE DIRECTOR:

Day-to-Day management of the organization, outreach to area businesses, and supervision of capital projects.

FEDERAL HILL MAIN STREET DESIGN COMMITTEE

Committee Chair: Jack Chaffin

Committee Goal: *Administer the façade grant and raise awareness about design and its contribution to business in order to beautify the community.*

Committee Objectives:

1. Raise awareness about the committee.
2. Attract businesses, residents, and visitors.
3. Provide design education.
4. Review BDC facade grant applications.
5. Work with the Code Enforcement Division of the City of Baltimore to begin addressing critical code violations within our boundaries (*Joint with Business Development Committee*).

Committee Members:

1. Jack Chaffin
2. Jeana Chaffin
3. Peter Bartels
4. Lisa Hayes
5. Marty Marren

Design Committee Objective #1: Raise awareness about the committee.

Projects:

1. Create new Before & After posters, including a list of all improved businesses.
2. Take displays to all of Federal Hill Main Street's 2005 festivals.
3. Recruit two more members. Use the volunteer database and personal networks of committee members.
4. Hold a joint committee meeting with the Business Development Committee.

Design Committee Objective #2: Attract businesses, residents, and visitors.

Projects:

1. Establish and implement a press relations plan.
2. Develop a hot list of buildings in need of rehabilitation.
3. Develop a rehab plan for each building on that hot list.

Design Committee Objective #3: Provide design education.

Projects:

1. Produce a flyer detailing all financial incentives available.
 - (a) Create a financial flyer – simple and straight forward.
 - (b) Create packets of financial information for follow-up.
2. Hold third annual design contest.
3. Publish and sell a "Facades of Historic Federal Hill" poster.

Design Committee Objective #4: Review BDC facade grant applications

Projects:

1. Review applications from the BDC.
2. Coordinate new applications through Main Street with the BDC.
3. Create and distribute a flyer with new BDC grant information.

Design Committee Objective #5: Work with the Code Enforcement Division of the City of Baltimore to begin addressing critical code violations within our boundaries (*Joint with Business Development Committee*).

Projects:

1. Create list of offenders.
2. Contact Code Enforcement office to set up initial meeting between Main Street and the City.
3. Send informational letter to property owners regarding potential code issues.
4. Have City respond to properties that are not willing to work with us.

FEDERAL HILL MAIN STREET PUBLIC SPACES SUBCOMMITTEE

Subcommittee Chair: Peter Bartels

Subcommittee Goal: Improve overall ambience of outdoor public spaces in the community.

Subcommittee Objectives:

1. Improve visual appeal.
2. Continue outreach to existing and potential partners (South Baltimore Business Association, Cross Street Market Merchants Association, community groups, etc.).
3. Conduct fundraising for committee projects.
4. Recruit volunteers.

Subcommittee Members:

1. Peter Bartels
2. Jack Chaffin
3. Richard Polan

Public Spaces Subcommittee Objective #1: Improve visual appeal.

Projects:

1. Trash will be a main focus, Jack Chaffin will head this effort jointly with the SBBA
2. Pursue plans for streetscape maintenance including sidewalk, lighting repair and garbage can maintenance.

Public Spaces Subcommittee Objective #2: Continue outreach to existing and potential partners (South Baltimore Business Association, Cross Street Market Merchants Association, community groups, etc.).

Projects:

1. Continue joint effort to maintain flower baskets and develop and produce new banners.
2. Pursue other joint efforts as opportunities arise.

Public Spaces Subcommittee Objective #3: Conduct fundraising for committee projects.

Projects:

1. Develop a fundraising campaign for flowers in hanging baskets & pots.
2. Continue fundraising for planting trees in the neighborhood.

Public Spaces Subcommittee Objective #4: Recruit volunteers.

Projects:

1. Use the volunteer database and personal networks of committee members for outreach.
2. Publish request for volunteers in neighborhood newsletters.
3. Have a presence at the Federal Hill Main Street's 2005 festivals.

FEDERAL HILL MAIN STREET ORGANIZATION COMMITTEE

Committee Chair: AMY Grace

Committee Goal: *Support programmatic activities with resources such as volunteer recruitment, visibility, interface with business association and residents, and administrative oversight.*

Committee Objectives:

1. Increase public awareness of Historic Federal Hill Main Street.
2. Manage administration of the office and personnel.
3. Interface with business association and residents.
4. Develop and conduct Membership drive.
5. Act on recommendations from National Main Street.

Committee Members:

1. AMY Grace
2. Susan Marie Kim
3. Bob Cotter
4. Catherine Fenselau
5. Sonny Morstein
6. Bill Koslowe
7. Marianne DiFatta

Organization Committee Objective #1: Increase public awareness of Historic Federal Hill Main Street.

Projects:

1. Monitor Web site and encourage committee chairs to keep site updated.
2. Create and publish bi-monthly newsletter with paid sponsor and distribute 1,000 copies in neighborhood. Expand newsletter to more pages with paid ads as possible. Consider using an intern to sell ads and work on newsletter.
3. Email electronic copy of newsletter to neighborhood associations as well as hard copy for hand-distribution at their monthly meetings.
4. Post newsletter on Web site.
5. Develop VIP mailing list for newsletter distribution.
6. Set up and staff Main Street booth at Federal Hill Main Street's 2005 festivals to promote program and recruit volunteers.
7. Update Federal Hill Main Street promotional video and use in new ways, (e.g., business recruitment; cable TV channels, Channel 21, Comcast PSAs, etc.).
8. Continue to utilize outside public relations firm to promote Federal Hill Main Street.

Organization Committee Objective #2: Manage administration of the office and personnel.

Projects:

1. Interface with Executive Director concerning office and administration issues on a regular basis.
2. Serve as the interface between the office and the Board.
3. Conduct sensitive personnel reviews: survey board members and have one person present results to the Executive Director; ensure only 1-2 people are involved in managing the Executive Director.

Organization Committee Objective #3: Interface with business association and residents.

Projects:

1. Attend and participate in monthly meetings of the South Baltimore Business Association (SBBA).
2. Work on SBBA projects as representative of Federal Hill Main Street whenever possible.
3. Serve as the liaison between Federal Hill Main Street and SBBA.
4. Hold second annual Volunteer Appreciation Party.

Organization Committee Objective #4: Develop and conduct Membership drive.

Projects:

1. Develop, organize and conduct fall door-to-door Membership Drive, primarily geared towards residents, in order to:
 - a. raise money,

- b. advance public relations about Federal Hill Main Street, and
- c. recruit new volunteers.

Organization Committee Objective #5: Act on recommendations from National Main Street. In addition to recommendations already incorporated into the committee's other projects:

Projects:

1. Stop outsourcing accounting as long as the Treasurer can manage the bookkeeping. Hire outside account for bi-annual audit.
2. Review the Federal Hill Main Street vision plan. Organize Visioning Meeting to update 2020 plan.
3. Continue to recruit volunteers with leadership abilities and encourage more business owners to join the Board of Directors.
4. Pursue additional fundraising avenues, such as board contributions, board pursuit of corporate sponsorships, etc.

FEDERAL HILL MAIN STREET PROMOTIONS COMMITTEE

Committee Chair: Julie Tice

Committee Goal: Increase public awareness of Federal Hill and encourage neighborhood residents and tourists to patronize the businesses; organize primary fundraisers.

Committee Objectives:

1. Balance professional support of event management, sponsorship development and public relations with volunteer leadership.
2. Continue to develop and maintain strong volunteer base for festival tasks.
3. Increase festival fundraising, especially through sponsorship development.
4. Work with consultant to develop a new fundraising event.
5. Develop a new retail promotion.
6. Attract more publicity for the neighborhood through events, feature stories, interaction with the Baltimore Visitor Center at the Inner Harbor, and other city networks.

Committee Members:

1. Suzanne Crockett-Jones
2. Henry Korbach
3. Randy Marks
4. Mike Massucia
5. Bruce Miller
6. Thomas O'Donnell
7. Libby Shadis
8. Andrea Summer
9. Julie Tice
10. Jeanine Turner

Promotions Committee Objective #1: Balance professional support of event management, sponsorship development and public relations with volunteer leadership.

Projects:

1. Obtain and evaluate proposals from event planners and public relations firms.
2. Make recommendation to the board of directors re: use of professional services.
3. Revisit and reevaluate the use of professional services after each festival.

Promotions Committee Objective #2: Continue to develop and maintain strong volunteer base for festival tasks.

Projects:

1. Encourage and develop participation of current committee members.
2. Recruit new volunteers.

Promotions Committee Objective #3: Increase festival fundraising, especially through sponsorship development.

Projects:

1. Obtain and evaluate proposals for sponsorship fundraising from consultants.
2. Make recommendation to the board of directors re: use of professional services.
3. Revisit all prior sponsors and continue to develop new sponsorships.

Promotions Committee Objective #4: Work with consultant to develop a new fundraising event.

Projects:

1. Develop new event for sole purpose of fundraising.
2. Work with professional event manager to organize and manage the event.
3. Evaluate event upon completion to determine if it should become an annual event.

Promotions Committee Objective #5: Develop new retail promotion.

Projects:

1. Develop new event for the sole purpose of promoting area retail.
2. Work with Baltimore Main Streets, Baltimore Visitors Center at the Inner Harbor, and various other promotional organizations, (e.g., BACVA, the Baltimore Area Concierge Association, etc.), in development and promotion of retail event.
3. Evaluate event upon completion to determine if it should become an annual event.

Promotions Committee Objective #6: Attract more publicity for the neighborhood through events, feature stories, interaction with the Baltimore Visitor Center at the Inner Harbor, and other city networks.

Projects:

1. Send press releases re: projects as completed, etc.
2. Get involved in various area promotional organizations, (e.g., BACVA, the Baltimore Area Concierge Association, etc.) to develop cross-promotional efforts.
3. Work with area businesses to develop group promotions.
4. Increase festival publicity and attraction.

Promotions Schedule for 2005

May 1	Spring Block Party
June 19	Jazz & Blues Festival
September 25	Street Beat Festival
TBD	Fundraising Event
TBD	Retail Promotion

FEDERAL HILL MAIN STREET BUSINESS DEVELOPMENT COMMITTEE

Committee Chair: Jeana Chaffin

Committee Goal: *Recruit, expand and retain businesses in Federal Hill.*

Committee Objectives:

1. Correct, update, and reprint relevant flyers and booklets.
2. Update Federal Hill Main Street web site.
3. Continue with ongoing efforts to recruit new businesses.
4. Continue with ongoing efforts to retain and improve existing businesses.
5. Create and distribute “Welcome Packet” for new businesses that open in the neighborhood.
6. Engage in public relations efforts to promote business.
7. Work with the Code Enforcement Division of the City of Baltimore to begin addressing critical code violations within our boundaries (*Joint with Design Committee*).

Committee Members:

1. Jeana Chaffin
2. Danielle Endreny
3. Terry Holthause
4. Nicole Pastore Klein
5. Rebecca Skiles
6. Ingjye Cheng
7. Susan Zayon

Business Development Committee Objective #1: Correct, update, and reprint relevant flyers and booklets.

Projects:

1. Review relevant documents including: “Discover Federal Hill” multi-page marketing booklet, “Discover Federal Hill” single-page flyer, single-page Federal Hill info flyer.
2. Define required corrections and updates.
3. Perform needed updates.
4. Obtain quotes for printing of documents.
5. Distribute updated document to required locations, such as Visitor’s Center.
6. Recycle old documents.
7. Burn CDs and ensure all committee members, Bonnie Crockett, and Anna Farr have copies of relevant documents.

Business Development Committee Objective #2: Update Federal Hill Main Street web site.

Projects:

1. Document revisions for all existing Business Development-related content on web site.
2. Convert relevant documents to PDF to make available on web site.
3. Post updated Business Development-related content to web site.

Business Development Committee Objective #3: Continue with ongoing efforts to recruit new businesses.

Projects:

1. Recruitment Package:
 - a. Create Cover Letter to accompany the Marketing Brochure.
 - b. Review and approve contents of Recruitment Package before sending out the materials.
 - c. Have contents of Recruitment Package available at Main Street Office.
 - d. Compose a list of target businesses to which the Recruitment Package will be sent.
 - e. Distribute (web site, email, or mail) Recruitment Package to target businesses.
 - f. Track to whom Recruitment Package is sent and include statistic in monthly report.
2. Availability List:
 - a. On a monthly basis, walk neighborhood to assess building availability status.
 - b. Update Availability List on a monthly basis, including photographs, address, square footage, and contact information. Ensure all committee members, Bonnie Crockett, Anna Farr, and the BDC have copies of the list.
 - c. Convert Availability List to PDF, and post data on web site.

Business Development Committee Objective #4: Continue with ongoing efforts to retain and improve existing businesses.

Projects:

1. Conduct free seminar on “Improving Your Business With Online Marketing” – how a web site can help improve business, technical overview.
2. If technically feasible, sell web pages off of the Federal Hill Main Street site to businesses for a setup fee.
3. For existing business owners, advertise availability of marketing survey in Main Street newsletter. Charge small fee to have it printed upon request.

Business Development Committee Objective #5: Create and distribute “Welcome Packet” for new businesses that open in the neighborhood.

Projects:

1. Define general Main Street and Business Development content to be included in packet.
2. Have available in Federal Hill Main Street office, and distribute Welcome Packet to new business owners.

Business Development Committee Objective #6: Engage in public relations efforts to promote business.

Projects:

1. Create and distribute press release about availability of updated documents and the status of business in the neighborhood (e.g., area has reduced vacancy rate, Xth business has moved to the area, etc.).
2. When web site is overhauled, create and distribute press release about new site.
3. Invite press to a special event, such as an “open house” with a local business to give “insider access” (to the kitchen, to the artist’s studio, etc).

Business Development Committee Objective #7: Work with the Code Enforcement Division of the City of Baltimore to begin addressing critical code violations within our boundaries (*Joint with Design Committee*).

Projects:

1. Create list of offenders.
2. Contact Code Enforcement office to set up initial meeting between Main Street and the City.
3. Send informational letter to property owners regarding potential code issues.
4. Have City respond to properties that are not willing to work with us.

FEDERAL HILL MAIN STREET EXECUTIVE DIRECTOR

Executive Director: Bonnie Crockett

Executive Director Goal: *Day-to-Day management of the organization, outreach to area businesses, and supervision of capital projects.*

Executive Director Objectives:

1. Keep the Main Street program up and running.
2. Day-to-day management of the organization.
3. Pursue outreach to area businesses.
4. Manage Public Comfort Station project.
5. Manage outside consultants for event planning, fundraising and public relations.
6. Pursue public relations opportunities.
7. Facilitate new Vision Plan and program goals

Executive Director Objective #1: Keep the Main Street program up and running.

Projects:

1. Continue to cultivate community and business volunteers for leadership positions on the board and as committee chairs.
2. Continue to review and revise bylaws, when necessary, for board approval, in order to best facilitate the program's goals.
3. Continue to pursue fundraising avenues, such as corporate sponsorships and donations.
4. Continue to maintain a workable volunteer base. Enlist new volunteers; keep volunteers interested, focused and productive; find the right volunteers for the right jobs, etc.
5. Continue to work with Baltimore Main Streets and the National Main Street Center to sustain and improve Federal Hill Main Street.

Executive Director Objective #2: Day-to-day management of the organization.

Projects:

1. Continue to manage day-to-day business and legal affairs of the corporation.
2. Continue to supervise administrative assistant and delegate work as appropriate.
3. Work with Treasurer to develop annual budget and support financial management.
4. Continue to support all committee projects and efforts.

Executive Director Objective #3: Pursue outreach to area businesses.

Projects:

1. Continue the business interview process started in the Fall of 2004.
2. Continue to find ways that the SBBA and Federal Hill Main Street can work more effectively together.
3. Pursue responses to business owners' concerns about the neighborhood uncovered during the business interview process.
4. Recruit business owners to join Main Street's board of directors.
5. Work with business owners to implement a new sidewalk-scape on the unit block of E. Cross Street, south of the Cross Street Market.

Executive Director Objective #4: Manage Public Comfort Station project.

Projects:

1. Continue to work with Baltimore City and the BDC to finalize the lease.
2. Continue to pursue grant-writing efforts to fund the project.
3. Continue to work with Harbor Bank to finance any portion of the cost not covered by grant funds.
4. Work with Jack Chaffin and Pat Turner through the construction process – from the RFP through to completion.
5. Begin discussions with area organizations such as the Baltimore Area Convention and Visitors Association (BACVA) to organize and operate a Visitor Center.

Executive Director Objective #5: Manage outside consultants for event planning, fundraising and public relations.

Projects:

1. Interview consultants and present proposals to the board of directors.
2. Supervise and manage consultants; coordinate efforts with Promotions Committee Chair and other volunteers.
3. Revisit and reevaluate the use of professional services.

Executive Director Objective #6: Pursue public relations opportunities.

Projects:

1. Pursue public relations opportunities through Baltimore Main Streets.
2. Pursue public relations opportunities through the National Main Street Center.
3. Pursue public relations opportunities through area newspapers and other media contacts.
4. Work with professional public relations consultant.

Executive Director Objective #7: Facilitate new Vision Plan and program goals.

Projects:

1. Work with Organization Committee Chair to organize Vision Planning meeting.
2. Work with board of directors to reevaluate program goals.
3. Work with Treasurer and board of directors to assess financial stability and future potential.