

# **Federal Hill Main Street, Inc. Work Plan**

## **October 1, 2005 -- September 30, 2006**

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### **Mission of the Federal Hill Main Street Program:**

Revitalize the business district of Federal Hill and develop a vibrant and thriving business community in ways that meet the needs of the community and bring tourists into the area, while at the same time, preserving the neighborhood's unique and historic character.

### **Goal of the Business Development Committee:**

Recruit, retain and expand businesses in Federal Hill.

### **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 Executive Director:**

Day-to-Day management of the organization, resolution of neighborhood issues, and supervision of capital projects.

# **Business Development Committee Work Plan**

**Committee Chair:** TBD

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

## **Committee Objectives:**

1. Recruit new committee members.
2. Continue with ongoing efforts to retain existing businesses.
3. Continue with ongoing efforts to promote existing businesses.
4. Continue with ongoing efforts to recruit new businesses.
5. Update the market survey data.

## **Committee Members:**

1. Greg Cangialosi
2. Jeana Chaffin
3. Jana Gauvey
4. Magali Rheault

**Business Development Committee Objective #1: Recruit new committee members.**

**Projects:**

1. Place recruitment ad in Federal Hill Main Street News, as well as in neighborhood newsletters.
2. Attend South Baltimore Business Association (SBBA) and area neighborhood association meetings to promote the committee and enlist volunteers.
3. Display New Business poster board at two big festivals.

**Business Development Committee Objective #2: Continue with ongoing efforts to retain existing businesses.**

**Projects:**

1. Maintain Business Directory on Federal Hill Main Street web site.
2. Expand use of website to further benefit businesses and Main Street, (for example, including businesses' logos in the directory listing, adding a map of the business district, offering printable coupons for local businesses on the web site, and possibly selling web pages off of the web site to businesses for a fee).

**Business Development Committee Objective #3: Continue with ongoing efforts to promote existing businesses. (Joint projects with Promotions Committee)**

**Projects:**

1. Acknowledge accomplishments/awards whenever possible in Federal Hill Main Street News, on Main Street website and in other promotional materials, as appropriate, (e.g., "Congratulations to Best of Baltimore Winners").
2. Issue periodic press releases to welcome new businesses, acknowledge accomplishments of existing businesses, success of area business promotions, etc.
3. Take part in the planning and participate in Main Street-sponsored retail promotions and fundraising events.

**Business Development Committee Objective #4: Continue with ongoing efforts to recruit new businesses.**

**Projects:**

1. Continue to update Building Availability List on a monthly basis.
2. Continue to update list of target businesses.
3. Distribute revised Recruitment Package (with updated Marketing materials) to target businesses.
4. Track to whom Recruitment Package is sent and follow-up to determine interest.

**Business Development Committee Objective #5: Update Federal Hill market survey data.**

**Projects:**

1. Determine the parameters of updating the survey, including budget and funding issues.
2. Determine and implement the best available method of updating the survey; work with market research firm to ensure validity, etc.
3. Update marketing and promotional materials, including the Marketing Brochure, with new survey data and updated business photos.
4. Determine the budget and funding source for printing new brochures, and have them printed.
5. Update web site contents with new survey marketing data, graphics and photos.
6. Issue a press release announcing the new data.

# Design Committee Work Plan

**Committee Chair:** Jack Chaffin

**Committee Goal:** Administer the façade grant program 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. Provide design education.
3. Review BDC facade grant applications.
4. Work with the Code Enforcement Division of the City of Baltimore to begin addressing critical code violations within Federal Hill Main Street boundaries, (working jointly with the Business Development Committee).
5. Act as Design Review Committee for the Main Street area on behalf of the South Baltimore Business Association, the Federal Hill Neighborhood Association and the South Baltimore Improvement Committee.

## **Committee Members:**

1. Peter Bartels
2. Jack Chaffin
3. Martina Dobrosielski
4. Mike Fishman
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 Federal Hill Main Street's two large festivals in 2006.
3. Recruit and maintain members. Give volunteers more responsibility and ownership over the committee's many goals.

**Design Committee Objective #2: 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 fourth annual design contest.
3. Publish and sell a “Facades of Historic Federal Hill” poster.
4. Produce education packet on our Urban Renewal Ordinance; distribute to businesses.

**Design Committee Objective #3: Review BDC facade grant applications.**

**Projects:**

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

**Design Committee Objective #4: Work with the Code Enforcement Division of the City of Baltimore to begin addressing critical code violations within Federal Hill Main Street boundaries.**

**Projects:**

1. Develop a hot list of buildings in need of rehabilitation.
  - (a) Develop a rehab plan for each building on that hot list.
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. Pursue City response to properties that are not willing to work with Main Street.

**Design Committee Objective #5: Act as Design Review Committee for the Main Street area on behalf of the South Baltimore Business Association, the Federal Hill Neighborhood Association and the South Baltimore Improvement Committee.**

**Projects:**

1. Review all permitted projects within the Main Street boundaries for compliance with the applicable Urban Renewal Ordinance(s).

# Public Spaces Subcommittee Work Plan

**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. Resolving trash issues will be a main focus, working 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 2006 festivals.

# Organization Committee Work Plan

**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. Continue to increase public awareness of Federal Hill Main Street.
2. Manage administration of the office and personnel.
3. Interface with business association and residents.
4. Review, improve and conduct Membership drive.
5. Focus on volunteer and leadership development.

## **Committee Members:**

1. AMY Grace
2. Bob Cotter
3. Catherine Fenselau

**Organization Committee Objective #1: Continue to increase public awareness of Historic Federal Hill Main Street.**

**Projects:**

1. Monitor Web site and encourage committee chairs to keep site updated and increase utilization.
2. Create and publish bi-monthly newsletter. Continue to sell ads and develop paid sponsorships. Continue to distribute 1,000 copies in the business district and to area neighborhood associations for hand distribution at their monthly meetings.
3. Email electronic copy of newsletter to Member email list, VIP email list, and business and neighborhood associations email lists.
4. Post newsletter on Web site.
5. Set up and staff Main Street booth at Federal Hill Main Street's 2006 festivals to promote program and recruit volunteers.
6. 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.

**Organization Committee Objective #4: Review, improve and conduct Membership drive.**

**Projects:**

1. Review, improve 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.
2. Revamp residential campaign plan and materials to develop and conduct door-to-door Membership Drive primarily geared towards area businesses, in order to:
  - (a) raise money, and
  - (b) advance public relations about Federal Hill Main Street.

**Organization Committee Objective #5: Focus on volunteer and leadership development.**

**Projects:**

1. Continue to recruit volunteers whenever possible for the committee and for the Main Street program.
2. Continue to recruit volunteers with leadership abilities; develop and encourage potential leaders among existing committee members.

# Promotions Committee Work Plan

**Committee Chair:** Jana Gauvey

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

## **Committee Objectives:**

1. Continue to attract and retain committee members.
2. Continue to develop and maintain strong volunteer base for festival tasks.
3. Increase fundraising, especially through festival/event sponsorship development.
4. Develop new fundraising event for 2007.
5. Develop new retail promotion.
6. Hold second annual Moonlight Madness retail promotion.
7. 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. Jana Gauvey
2. Greg Cangialosi
3. Henry Korbach
4. Dave Rather
5. Libby Shadis
6. Andrea Summer
7. Julie Tice

**Promotions Committee Objective #1: Continue to Attract and Retain Committee Members**

**Projects:**

1. Work with volunteer networks, local residential associations and existing Main Street members to find committee members.
2. Create list of projects members could complete to show responsibility and clear beginning and end of duties.

**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 through local neighborhood newsletters and online listings.

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

**Projects:**

1. Revisit all prior sponsors with schedule of events for coming year.
2. Develop new sponsorships by looking at local businesses and applicable tie-ins.
3. Offer sponsorships of additional events, including fundraiser and retail promotions.

**Promotions Committee Objective #4: Develop a new fundraising program for 2007.**

**Projects:**

1. Develop new event for sole purpose of fundraising.
2. Plan to hold event in 2007, probably February.

**Promotions Committee Objective #5: Develop new retail promotion.**

**Projects:**

1. Develop new retail event for Spring or Summer.
2. Work with retailers to develop the new event, (*e.g.* a sidewalk sale).
3. Evaluate event upon completion to determine if second event should become an annual event.

**Promotions Committee Objective #6: Hold second annual Moonlight Madness retail promotion.**

**Projects:**

1. Hold second annual Moonlight Madness event in December.
2. Develop sponsorships to support Moonlight Madness and possibly make it a fundraiser.
3. Work with Baltimore Main Streets to coordinate Moonlight Madness with their annual Miracle on Main Streets promotion.

**Promotions Committee Objective #7: 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. Continue efforts to work with local associations (BACA, BACVA) to keep Main Street visible.
3. Increase festival publicity and attraction.

## Promotions Schedule for 2006

May 7	Spring Block Party
Spring -- TBD	Spring Retail Promotion
June 11	Jazz & Blues Festival
September 24	Street Beat Festival
December 15	Moonlight Madness
February 2007	Fundraising Event

# Executive Director Work Plan

**Executive Director:** Bonnie Crockett

**Executive Director Goal:** Day-to-Day management of the organization, resolution of neighborhood issues, 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. Organize and manage three street festivals.
4. Manage Public Comfort Station project.
5. Pursue resolution of neighborhood issues.
6. Continue outreach to area businesses.
7. Pursue public relations opportunities.

**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, operational and legal affairs of the corporation.
2. Continue to supervise administrative assistant and delegate work as appropriate. Conduct annual performance review of administrative assistant.
3. Develop festival budget; work with Treasurer to develop annual budget for corporation and support financial management.
4. Continue to support all committee projects and efforts.

**Executive Director Objective #3: Organize and manage three street festivals.**

**Projects:**

1. Oversee all aspects of festival planning, organization and operation.
2. Hire, supervise and manage consultants for event organization, public relations, and other purposes as appropriate; coordinate efforts with committee chairs and volunteers.
3. Continue to develop festival sponsorships.
4. Evaluate all events in retrospect, including the use of professional services; determine what went right and what went wrong and use the information to improve on the next event.

**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 work with the BDC to finalize the funding agreement.
3. Work with appointed volunteers, (e.g., Jack Chaffin and Pat Turner), through the construction process – from design through to completion.
4. 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: Pursue resolution of neighborhood issues.**

**Projects:**

1. Pursue avenues of change to improve the market conditions of the Federal Hill business district, (such as working with the Responsible Hospitality Institute, for example).
2. Organize a meeting with Main Street and the key players in the city to resolve trash problems in the district.
3. Work with the South Baltimore Business Association, area neighborhood associations, and the city to resolve parking issues in the district.
4. Work with the BDC to ensure forward movement on the project to improve the intersection of Key Highway & Light Street.
5. Work with the Baltimore Office of Promotions and the Arts to arrange and implement the Baltimore Mural grant Federal Hill Main Street awarded in 2005 if an appropriate wall is secured.
6. Represent Main Street and the business district in other such neighborhood matters to resolve issues and take advantage of opportunities, (e.g., pursuit of Scenic Byway status for Charles Street, expansion of the Baltimore Heritage Program, etc.).

**Executive Director Objective #6: Continue outreach to area businesses.**

**Projects:**

1. Continue to find ways that the SBBA and Federal Hill Main Street can work together effectively.
2. Respond to business owners' concerns about the neighborhood and act as liaison when appropriate.
3. Respond to residents' concerns about businesses and act as liaison when appropriate.
4. Recruit business owners to join Main Street's board of directors and participate in Main Street activities.

**Executive Director Objective #7: Pursue public relations opportunities.**

**Projects:**

1. Continue to actively represent and promote Federal Hill Main Street in interactions with business owners and neighbors, city agencies, area nonprofits and the public.
2. Pursue public relations opportunities through Baltimore Main Streets.
3. Pursue public relations opportunities through the National Main Street Center.
4. Pursue public relations opportunities through area newspapers and other media contacts.