

3. ORGANIZATIONAL STRUCTURE

The team of designers, planners, liaisons, who will work with the City of Roanoke in the restoration, reconstruction, and management of the City Market Building is:

- Downtown Roanoke, Inc.
- Roanoke Foundation for Downtown, Inc.
- Center in the Square
- Spectrum Design
- David O'Neill
- Project for Public Spaces
- Don Buffington

MANAGEMENT OVERVIEW

Goals and Responsibilities

There are three broad categories of goals for the management of City Market Building:

1. Operational Goals
2. Public Goals
3. Neighborhood & Community Development Objectives

Tasks associated with each of these goals are summarized separately below.

Operational Goals

To operate a high standard of maintenance and security, the management entity must:

- Establish a set of standards for cleanliness, maintenance and security
- Be able to hire staff, purchase supplies, train staff, and implement the program of work to be performed quickly and efficiently
- Establish mechanisms for businesses and merchants to report maintenance and security incidents or concerns
- Be vigilant with cleaning, maintenance, and security every day to enhance customer experience
- Commit management entity to maintenance and security excellence
- Coordinate maintenance and security of the market with the surrounding district

For efficient Market Building operations, the management entity must:

- Immediately implement generally accepted accounting principles
- Establish the annual operating plan for the guiding focus of daily operations including enforcing rules, regulations and policy, as well as market activities and events
- Hire and train employees
- Establish challenging work goals for all staff
- Hold individuals responsible for their performance

To grow the Market, the management entity must:

- Establish a targeted leasing plan consistent with the merchandising plan
- Develop partnerships with local, small business lenders and entrepreneurial educators
- Prepare for close working relationship with new business owners
- Tap into existing local programs on business training and for entrepreneurial start-up
- Develop measurement / goals of growth and document the progress
- Undertake a coordinated plan for marketing the City Market Building

Public Goals

To coordinate public and private interests, the management entity must:

- Act as the community-based leader in all matters related to the City Market Building
- Serve as a clearinghouse of information about the City Market Building
- Welcome input from interested constituencies
- Take initiative to communicate the Market's activities, policies and information

To preserve the viability and integrity of the Market Building:

- Management must promote the Market
- Support the success of existing businesses with cooperation and cross promotion
- Encourage business growth through improving customer perception of the Market
- Reach out to locally owned businesses

To sustain the Market Building as a public gathering place, the management entity must:

- Foster a welcoming atmosphere to all that come to the Market Building
- Add outdoor seating seasonally to encourage longer customer stays
- Develop a website presence to advertise the Market Building as a public resource

To support women and minority business enterprises, the management entity must:

- Expand the leasing activities to local ethnic and cultural groups
- Hold leasing events targeted toward these diverse, targeted, prospective businesses
- Establish relationships with existing minority businesses who may be able to suggest good leads for prospective business owners
- Encourage community leaders, religious leaders and others to think about individuals whom may be looking for retail locations to consider suggesting the City Market Building

COMMUNITY DEVELOPMENT GOALS

To leverage the Market Building as a catalyst for downtown development, the management entity must:

- Be strategic in the alliances and partnerships formed to strengthen the Market
- Keep government and business leaders current with developments in the Market
- Cooperate with all City departments and agencies in the implementation of the plan, including commitment of staff and resources, to tap into resources, programs and activities which support the Market

To work collaboratively with diverse community and business interests, the management entity must:

- Trust diverse people from diverse interests
- Solicit the input of customers, business owners and neighborhood constituencies
- Communicate widely and with the intention to reach existing and new audiences
- Be truly committed to improve the success of the Market Building, and the Market District, this commitment will require much collaborative work with previously uninvolved parties
- Be accountable to the public and instill trust in the community of their work

MANAGEMENT STRUCTURE

The market 'business' is much more competitive today and cities are no longer the best option for running them. This is borne out in many places where cities have stepped aside and turned over control of their markets, while standing by to provide backup support and maintain their obligation to publicly owned real estate.

However, city/owners are not taking leave of market operations entirely. They can (and often do) provide ongoing services, such as trash removal to reduce operating expenses. Very few municipally-owned markets make a profit, but the city still has an obligation to see that short and long term capital needs are addressed. Capital expenses are usually borne by the city as most markets are not able to produce revenue to finance improvements.

Based upon current trends that are working in other cities and from specific information in Roanoke, PPS recommends that it would be entirely appropriate for a 501 (c) (3) corporation to enter into a carefully considered lease with the City of Roanoke to manage and take the lead in revitalizing the historic City Market Building. The lease document, properly executed, protects and encourages public goals while allowing the market to unleash its inherent entrepreneurial opportunities.

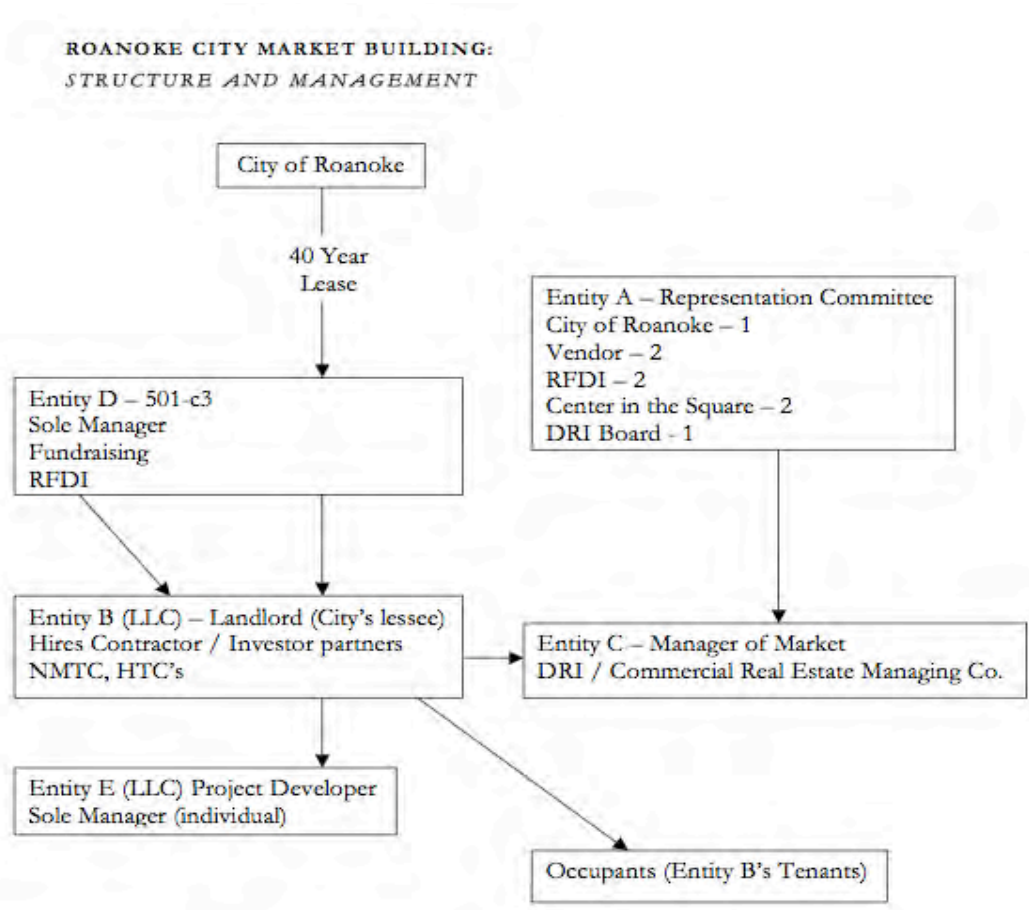
A not-for-profit management entity at the City Market Building will be better able to:

- Coordinate public and private interests
- Allow for flexible, entrepreneurial management
- Raise funds from private donors and foundations
- Increase potential for state and federal grants
- Work with small vendors
- Make decisions quickly
- Attract volunteers
- Establish strategic partnerships
- Promote the market
- Recruit new farmers and vendors

- Create a welcoming atmosphere
- Listen to customers
- Create an authentic Roanoke experience

Staffing

A full time manager will be able to oversee the entire market operation, with a support staff of a part-time bookkeeper, plus two full-time custodians and two part-time custodians.



*MANAGEMENT OF THE ROANOKE CITY MARKET AND MARKET BUILDING WILL HAVE TWO FACETS
Downtown Roanoke Inc will manage all operational aspects of the business, other than long term leasing and facilities management- Downtown Roanoke, Inc/ will hire a Commercial Real Estate Company manage the long term leasing and facility management.*

**CITY MARKET BUILDING:
Capital Improvements, Management, and Operation**