

Sandy Hook Organization for Prosperity (SHOP)

Action Planning Phase II Final Report

August 1, 2014

Prepared for:



and

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and

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1.0 Introduction and Phase Two Project Overview

In September 2013 the [Town of Newtown](#) selected a team organized by [Connecticut Main Street Center \(CMSC\)](#) to coordinate an economic recovery consultancy for Sandy Hook Village. CMSC collaborated with [Arnett Muldrow & Associates](#) of Greenville, SC, and with [NetMark Associates](#) of Canton, CT to work closely with the Town and the [Sandy Hook Organization for Prosperity \(SHOP\)](#) to examine the market for Sandy Hook Village for shopping, dining and gathering; to engage more people to come to Sandy Hook; and to craft a marketing and promotion toolkit for the Village to better share its assets with residents, visitors, and investors. The goal is to assist Sandy Hook Village business and property owners with economic recovery, while ensuring a vibrant social center that reflects the true nature of the community.

- **Phase One**, which began in September 2013, included the development of a detailed Market Study and Community Branding System. The results of the Market Study can be used as a guide:
 - To help businesses market their existing and expanded customer base;
 - To help officials of the Town of Newtown and SHOP attract additional investment to the community;
 - And, to guide decisions to continue to drive investment to the village.

The Community Branding System creates Destination Marketing that drives foot traffic to the Village. Sandy Hook businesses will benefit from the program by presenting themselves as unique retail, dining and services within a Village Center.

- **Phase Two** of the consultancy focused on positioning the merchant and property owner community for long-term success and commenced with an organizational assessment of SHOP; interviews of community stakeholders and a visioning workshop. Deliverables include a SHOP operational plan and strengthened governance and partnership strategies, and an approach to revenue development.
- **Phase Three** through September of 2014 will provide on the ground coaching and assistance in the implementation of the plans.

Phase Two began in January 2014 when the consulting team met with the SHOP officers to conduct an overall assessment of the organization (See Appendix C). At that time it was observed that SHOP had many accomplishments to its credit including streetscape and physical infrastructure improvements and increasingly successful events. The major challenges were to increase involvement of members and other volunteers and improving communications within SHOP membership and throughout the community. Additionally there were opportunities to use the market research data created in Phase One to improve revenue for current business and attract new business.

Furthermore, SHOP governance and legal structure needed strengthening and there was a desire to start moving towards the Main Street Approach™, which would result in a stronger and more comprehensive management program for Sandy Hook Village. This management approach should position SHOP as the advocate and champion for the Village, and the organization should support continued growth and development in the village that contributes to its overall character and its long-term success. This advocacy role requires that SHOP keep its sights on what happens within and adjacent to the village that will add or detract from their strategic goals (page 5). SHOP should stay engaged and be a watch dog for the village.

While Phases II of this consultancy was underway, the following top three priorities were identified for immediate attention:

- Filing the brand steward position
- Attaining 501(c)3 nonprofit status for SHOP
- Continued streetscape improvements in the Village

Progress has been made on each of the three priorities and in meeting the broader challenges and opportunities. The brand steward position, renamed Marketing Coordinator, has been filled by Melissa Lopata and she has identified volunteers for a marketing committee and subcommittees. Wes Thompson, who is a SCORE business advisor, has been in contact with the Pro Bono Partnership to gain their assistance with preparing for a 501(c)3 filing. Preparations include rewriting the bylaws, registering with the Office of the Secretary of the State, and creating a business plan. The Town of Newtown has authorized work on additional streetscape enhancements in the Village.

A Partnership workshop was held in April 2014 (see Appendix F) to broaden the circle of SHOP champions and brainstorm ideas for engaging others. The volunteers that attended the workshop identified potential partners including foundations and civic groups; the Town of Newtown departments and commissions; the Chamber of Commerce; the firehouse; faith groups/churches; colleges/schools; banks and professional businesses; restaurants and shops locally and in surrounding towns; and individuals of all ages that live and/or work in Sandy Hook. The need for volunteers to staff committees, in kind services and funding were cited.

Through community interviews and workshops open to SHOP members and other interested members of the community (See Appendix D), the SHOP vision, mission, goals and critical success factors were developed. The board, with the aid of the consulting team, then developed objectives and action steps to move the strategy forward in a way that is consistent with the Main Street approach.

This report summarizes the results of the Phase II research, outreach and consensus. It includes an approved Mission Statement, Critical Success Factors, Organizational Structure and Strategic Goals and Short Term Objectives which resulted from the organizational assessment; the community interviews and workshops. There are also recommendations regarding Financial Management and Partnership Development.

2.0 SHOP Mission and Strategy

Sandy Hook Village Brand Statement

There's a place within Newtown that is a place apart. Nestled along the Pootatuck River it is a village called Sandy Hook. We began with saw and gristmills that provided the timber to build this town. We grew as a place tightly bound where people from here weren't afraid to call themselves "hookers" with a wry smile on their face.

Sandy Hook is a place where an easy stroll along the street brings you to a gathering of unique shops and restaurants. We are a place where the meander of the river creates spots to relax and reflect. We are a place where families come to celebrate and have fun. We are a place that is unique unto ourselves and yet familiar to those who know what a true community is.

We are Sandy Hook Village, a place within us all.

SHOP Mission Statement

Sandy Hook Organization for Prosperity (SHOP) seeks to promote the Village as a family friendly, pedestrian-oriented community within Newtown which celebrates Sandy Hook's unique historic heritage and beautiful natural setting. This is accomplished by partnering with town government, businesses, property owners, and residents in village design, economic enhancement, promotion, and civic engagement.

SHOP Strategic Goals

- I. Position SHOP, through partnerships with other community leaders, as the advocate, master planner, coordinator, and promoter of Sandy Hook.
- II. Enhance and promote the image of Sandy Hook Village to attract residents, visitors, and new businesses.
- III. Engage and assist current and future Sandy Hook businesses to assure long term business health in the Village.
- IV. Encourage visitors to shop, dine, and stroll by improving the accessibility and visual appearance of the Village.

SHOP Critical Success Factors

Critical Success Factors (CSFs) are the things that must go right for the organization to succeed. SHOP identified the following CSFs:

- Teamwork and collaboration: SHOP will seek opportunities to collaborate with other organizations in Newtown.
- Effective communications: Members, prospective members, collaborative partners, and the general public will be kept informed about SHOP through the website, social media, e-newsletter and public media.
- Active volunteers: Volunteers will be recruited from businesses, neighbors, and schools.
- Productive staff: Staff resources will be focused on high priority tasks and leverage their impact through the effective use of volunteers.
- Adequate funding: SHOP will develop a portfolio of funding resources including memberships, sponsorships, grants, individual donations, and in kind services.

2.1 SHOP Organizational Structure

SHOP Board

The SHOP Board is composed of the SHOP Officers—President, Vice President, Secretary, Treasurer and Representative at Large. Over time SHOP will consider expanding the board to include other non-officer board members.

The continued revitalization of Sandy Hook Village must involve groups and individuals throughout the community in order to be successful. This requires the cooperation and commitment of a broad-based coalition of public and private groups: businesses, civic groups, local government, financial institutions, residents, religious and educational institutions, and many others. The board of directors should be a strong, working board capable of developing and implementing policy to create positive change. The success of Sandy Hook Village depends largely on the board's ability to identify and mobilize resources, build volunteer support, develop new leadership, and maintain clear focus on the Village's needs and opportunities. Appendix B provides guidance on the steps SHOP should take to continue to build a stronger organization that reaches out community-wide, building partnerships with organizations and attracting more resources and volunteers who want to be part of the Sandy Hook Village success story.

Board Responsibilities

The credibility of the organization, and therefore revitalization efforts as a whole, will rely on SHOP's effectiveness in outreach to the community and setting a standard for *transparency, governance, and accountability*. It is the job of the Board of Directors to (1) set overall strategy and policy objectives, (2) review and approve the ways the staff and committees plan to achieve those aims, and (3) monitor whether the organization is making sufficient progress toward its goals.

The basic responsibilities of SHOP's Board of Directors fall under the following categories:

- **Stewardship**
 - Developing, supporting and promoting SHOP's mission and vision.
 - Developing, implementing, monitoring and evaluating the annual work plan and budget.
 - Selecting and supporting staff and reviewing his/her performance.
 - Assessing its own performance and developing a recruitment plan for future board members (Governance).
 - Managing financial resources effectively (Fiduciary Management).
- **Fund Development**
 - Ensuring there are adequate and diverse resources to support the work plan and sustain the organization (Fundraising).
- **Advocacy**
 - Engaging partners, stakeholders and the community at large in the revitalization process.
 - Embracing the responsibility to develop and express opinions on issues related to the district.
 - Enhancing the organization's public image.

SHOP Committees

SHOP has formed five major committees which are based on a modified version of the Main Street Approach™ (see Appendix)

- Organizational Development—Wes Thompson
- Partnership Development —Brian Amey, Pat Kelly, Larry Lopata, Dan Rosenthal
- Marketing—Melissa Lopata, lead
- Events—Maribeth Hemingway and Sharon Doherty as co-leads
- Village Design—Joe Hemingway, lead

SHOP Staff

Currently, SHOP has one part time staff member: the Marketing Coordinator.

The Marketing Coordinator utilizes the Sandy Hook Community Brand Identity Guidelines and tools to create powerful and effective marketing pieces for Sandy Hook Village businesses. The Marketing Coordinator reports to the President of Sandy Hook Organization for Prosperity (SHOP).

Marketing Coordinator Responsibilities:

- Provide technical marketing support to Sandy Hook businesses to implement the new community brand materials
- Offer sector specific presentations or workshops (nonprofit, retail, restaurant, etc.) to educate partners about what materials are available and how to access them.
- Educate business owners and SHOP leaders about effective ways to adopt the branding tactics into their existing marketing efforts
- Manage website content and update, routinely assess and improve effectiveness
- Manage E-marketing program development and management (Mail Chimp)
- Significantly expand the use of social media, via the community brand materials
- Enable effective communications with diverse constituencies; build relationships and collaborate/coordinate with SHOP members, Town of Newtown officials, partners, service providers, etc.
- Write and distribute press releases
- Provide administrative support for SHOP leadership (meeting minutes, email communication with SHOP members)

Provide supporting print materials, brief written reports, and client lists upon request to satisfy grant reports and SHOP program reports

Work with the President and SHOP leaders to ensure thorough outreach to Sandy Hook businesses, nonprofit and Newtown municipal groups who might benefit from technical support.

Additionally, the SHOP board should consider recruiting a part-time, volunteer Executive Director that can dedicate 10-20 hours per week to shepherding the implementation of SHOP's strategic plan, and building necessary and desirable partnerships.

SHOP's dedicated volunteers are very busy people with full time careers. A number of them devote many hours to ensuring the success of activities and events in the Village. But even a qualified part-time executive will bring strategic direction and effectively guide collaborative efforts.

Suggested Executive Director responsibilities may include:

- Provide direction and leadership in identifying the organization's philosophy and mission
- Assist the board by actively participating in board recruitment and leadership development activities
- Develop, in conjunction with the Board of Directors, the strategic goals and objectives of the organization. Assist the Board and committees in developing an annual action plan
- Coordinate the activity of the SHOP program committees and the Board of Directors, ensuring that communication among the committees and the board is well established; assist committee volunteers with implementation of work plan items
- Collaborate with major community organizations, assessing their project management capacity, and encourage improvements in Sandy Hook Village's ability to carry out joint activities
- Develop and conduct on-going public awareness and education programs designed to enhance appreciation of Sandy Hook Village's assets and to foster an understanding of SHOP's goals and objectives. Use speaking engagements, media interviews, and personal appearances to keep the program in the public eye
- Represent the community to important constituencies at the local, state, and national levels. Speak effectively on the program's directions and work, mindful of the need to improve state and national economic development policies as they relate to commercial districts
- Work with the SHOP board and the marketing coordinator to develop sources of revenue that will support programs that raise the visibility and economic vitality of Sandy Hook Village
- Manage all administrative aspects of SHOP's program, including purchasing, record keeping, budget development, accounting, financial reporting, preparing or assisting with the preparation of reports to the Town, to funding agencies, and consultants.

2.2 SHOP Short Term Objectives (within next 12 months)

Goal I: Position SHOP, through partnerships with other community leaders, as the advocate, master planner, coordinator, and promoter of Sandy Hook.

Objective I A. Develop an overall business plan and budget by September 30, 2014

Organizational Development Committee

Objective I. B. Rewrite bylaws by September 30, 2014

Wes Thompson with assistance from Tamara Doherty, Janice Butler and Priya Morgenstern

Objective I. C. Prepare for 501(c)(3) filing by December 31, 2014

Wes Thompson coordinating with Priya Morgenstern

Objective I. D. Develop new sources of revenue on an ongoing basis starting Fall 2014

Organizational Development Committee

Objective I E. Hold Wine Tasting fundraising event every year in June

Events Committee

Objective I. F. Recruit a part-time volunteer Executive Director by October 1, 2014

Board of Directors & Organizational Development Committee

Objective I. G. Create SHOP member/partner brochure by October 31, 2014

Melissa Lopata (or volunteer) for copy writing, Arnett Muldrow for layout

Objective I. H. Conduct a SHOP Open House to recruit new members in September 2014

Events Committee

Goal II: Enhance and promote the image of Sandy Hook Village to attract residents, visitors, and new businesses.

Objective II. A. Form Marketing Committee and volunteer structure - COMPLETE

Melissa Lopata

Objective II. B. Develop Village branding & marketing plan and event calendar for Sandy Hook as a destination by October 2014

Marketing Committee, with Events Committee

Objective II. C. Conduct a community survey to determine needs/wants of SHOP members by September 30, 2014

Marketing Committee

Objective II. D. Develop tiered membership and sponsorship categories by October 1, 2014

Melissa Lopata, lead with help from Judith Green

Objective II. E. Redesign the SHOP website by September 30, 2014

Melissa Lopata, lead with technical help from Cliff

Objective II. F. Put in place process and volunteer resources to help implement multiple projects by September 30, 2014

Melissa Lopata to recruit volunteers and interns, and manage process

Objective II. G. Sponsor annual Passport to Sandy Hook every October

Events Committee

Objective II. H. Sponsor Halloween Stroll every October

Events Committee

Objective II. I. Sponsor annual Sandy Hook Tree Lighting every December

Events Committee

Objective II. J. Collaborate with Lions Club on Duck Race every May

Events Committee leads SHOP involvement

Objective II. K. Collaborate with the Newtown Historical Society and Newtown Cultural Arts Commission on a Sandy Hook Antique Fair for Fall 2014

Melissa Lopata

Goal III: Engage and assist current and future Sandy Hook businesses to assure long term business health in the Village.

Objective III. A. Launch Village branding & marketing program for business promotion by January 2015

Marketing Committee

Objective III. B. Develop collaborative partnerships for business resources starting Fall 2014

Organizational Development Committee

Objective III. C. Establish quarterly Merchant Mixers starting in Fall 2014

Marketing Committee

Objective III. D. Complete business & property inventory by January 2015

Mike Porco Jr., project lead

Goal IV: Encourage visitors to shop, dine, and stroll by improving the accessibility and visual appearance of the village.

Objective IV. A. Create a Village Master Plan Committee by September 15, 2014

Joe Hemingway

Objective IV B. Determine the scope of work for a phased Village Master Plan (e.g. parking, Village signage and wayfinding system.) by November 15, 2014

Village Design Committee

Objective IV. C. Plan and install decorative lighting on light poles seasonally

Mike Burton, project lead

Objective IV. D. Hold seasonal window display contest starting with Christmas 2014

Marketing Committee

Financial Management

Every work plan needs to be synchronized with the budget. *The Board of Directors is responsible for the development of a financial plan that determines where the resources come from and who is responsible for obtaining these resources.*

- Give each committee a budget line-item that supports its work plan and, at the same time, can be reasonably raised. While it is the board's job to ensure that SHOP is adequately funded, each committee should discuss the possibility of income opportunities related to its projects.
- As the new work plan is fine-tuned, the budget also needs to be re-visited, and a financial plan put in place to raise the funds necessary to support this budget.
- The Board must also ensure that there is sound financial control and a reporting system in place. The Board should review monthly reports that compare actual results to the budget.

Partnership Development

Generating new partnerships is critical to SHOP's success. The purpose of these partnerships is to:

1. Form collaborative relationships so that SHOP can achieve their mission by leveraging the energy and talent of the wider community
2. Bring in more volunteers and in kind services/goods which helps SHOP do more with less expense
3. Bring in substantial additional funding through sponsorships, large donations and grants

A Partnership Committee is being formed for this purpose. Some suggestions to increase opportunities to grow support for additional revenue, investors, resources, and volunteers:

- Secure more sponsorships for events
- Offer membership opportunities
- Increase in-kind programming support
- Secure additional resources from volunteers
- Get more volunteers to serve on committees and advisory groups
- Increase donations

A Master Prospect List (MPL) for potential partnerships was created during a workshop where high potential names, businesses, etc. were identified. These partnerships should be prioritized for optimal results and visits should be coordinated with the Partnership Committee to create relationships that will drive revenue. The suggestions here are spelled out in greater detail in Appendix F.

It is also recommended that a SHOP brochure be created. This brochure, which should describe what SHOP is and the impact it has had on the community, can offer various opportunities for partnerships and potential ways of supporting SHOP – sponsorships, membership, etc.

Conclusion

SHOP's success (and the success of Sandy Hook Village) will be determined by leaders who understand SHOP's purpose, develop realistic goals, establish priorities, and assess its progress. Ongoing development and monitoring of SHOP's action plan will ensure the successful management of a wide range of activities, with timetables and budgets for those activities. Responsible monitoring and proactive advocacy will also explain the organization's purpose and activities to the public, and will help ensure programmatic and financial support for the continued revitalization of Sandy Hook Village.

APPENDIX A: The Main Street Four Point Approach™

To assure that volunteers will be in place to implement the plan, the consultants recommended that SHOP evolve and organize around the Main Street Approach™, forming a committee structure (Design, Marketing & Promotion, Economic Enhancement and Organization) that will engage more stakeholders and partners, while building a stronger and more comprehensive management program for Sandy Hook Village.

Why the Main Street Approach™?

The Main Street Approach™ is a proven national model that has been successful in over 40 states and 1,800 communities. It was pioneered over 30 years ago by the National Trust for Historic Preservation and led to the establishment of the National Main Street Center which to this day leads and convenes the national Main Street network. This approach is used in urban downtowns, traditional town centers and small village centers throughout the country, as well as in Connecticut.

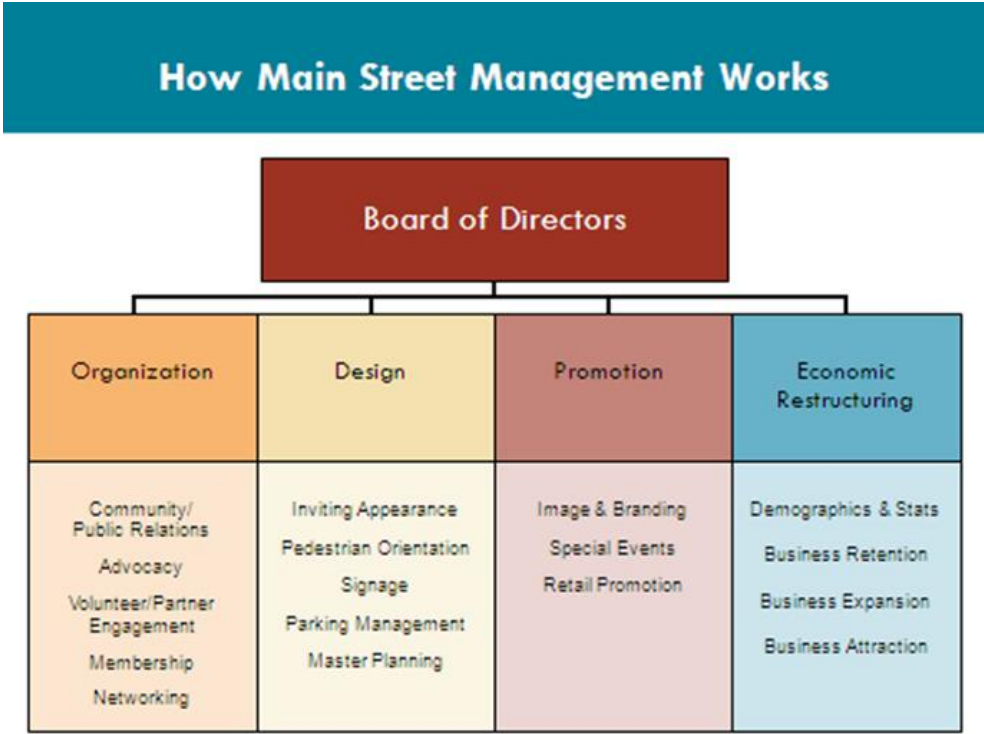
This approach is based on developing a comprehensive management program for a given district. Just like any mall has a highly functioning management staff in place, a downtown or commercial neighborhood district needs its own type of management function to convene all the stakeholders to work together towards a shared vision for the future. In other words, while what you want to do to revitalize your district is important, how you will manage and accomplish this is where you have to start. This report is focused on the “how.”

However, it is also important to take a moment to recognize *why* revitalizing Sandy Hook Village is so important. Besides improving the quality of life for all Newtown residents, in today’s challenging fiscal climate municipalities like Newtown need to grow, but to grow sustainably. This means finding ways to increase the tax base and reduce costs. Compact developed areas like Sandy Hook Village can generate more revenue and save money. According to a report by the U.S. Environmental Protection Agency, the infrastructure costs to service compact, dense development is 32% to 47% less than for lower density suburban development (Ford 2009).

While the benefits of healthy commercial neighborhoods are numerous, reviving underutilized village centers is a complex, time consuming, resource-intensive process. The Main Street Approach™ provides the process based on these four points:

- **Design** - Restoring the physical value of your district, through both new and rehabilitation construction and through the design of public spaces that will attract more people to walk and gather on a regular basis;
- **Promotion** - Restoring the social value of your district through branding (creating a positive image of your district), retail promotions, and special events;
- **Economic Restructuring** - Restoring the economic value of your district, by diversifying it with an appropriate mix of current and new businesses suitable for the given marketplace; and
- **Organization** - Restoring the civic value of your district, by building consensus and cooperation among groups that play a role in the downtown or village center.

To be effective, revitalization cannot be a haphazard undertaking or a series of disparate projects. Comprehensive Main Street revitalization requires collaboration, focus and continuity. The **Organization** component of Main Street is about bringing these qualities to a community’s main street revitalization efforts by integrating diverse interests in the community and focusing on a shared, long-term agenda for restoring the district’s physical beauty and economic viability. Organization is also about marshaling the human and financial resources to implement a comprehensive main street revitalization process.



DESIGN

The Design Committee's job is:

- i. Educating yourselves and others about - "what is good design? Why is it important?"
- ii. Providing good design advice
- iii. Planning downtown's future development - guiding growth and reshaping regulations, particularly regarding the creation of a master plan for downtown
- iv. Motivating others to make changes - creating incentives, providing tools and targeting key projects

Typical Start-up Activities/Projects:

- Design Audit of the District (evaluating public spaces, traffic & parking, gateways, signage, general appearance, walkability, etc.)
- Review, revise or develop zoning & design tools
- Develop incentive programs: façade grant, signage grant programs

MARKETING & PROMOTION

The Marketing & Promotion Committee's job is to:

- i. Understand the changing market – current and potential shoppers and the competition
- ii. Identify downtown assets – including people, buildings, heritage and institutions
- iii. Define the market niche(s) - your unique position in the marketplace
- iv. Create new image campaigns, retail promotions and special events to lure people downtown

Typical Start-up Activities/Projects:

- Branding & Image
 - Market Analysis & Brand Statement
 - Downtown graphics program (logo & tagline, banners & signage, merchandising & collateral materials)
- Retail Promotions
 - Downtown business directory
 - Welcome program for new businesses
 - Downtown advertising program
- Special Events
 - Examine purpose, goals and results of existing events
 - Determine appropriate new events, based on target audiences

ECONOMIC ENHANCEMENT

The Economic Enhancement committee's job is:

- i. Learning about your district's current economic condition and identifying opportunities for market growth
- ii. Strengthening existing businesses and attracting new ones
- iii. Finding new, or more appropriate, economic uses for under-performing or vacant buildings and vacant lots
- iv. Developing financial incentives for building rehabilitation and business development

Typical Start-up Activities/Projects:

- Downtown Assessment / Data Gathering
 - Building inventory, business inventory
 - Base data collection (vacancies, rental rates, downtown tax base, employee base)
 - Review business permitting process
 - Conduct Market Analysis
- Business Retention
 - Training & networking for small businesses
- Business Expansion & Recruitment
 - New business orientation packet / Welcome program
 - Business development incentive program

ORGANIZATION

The Organization Committee's job is:

- i. Outreach & Partnership Development: developing active partners and an increasingly engaged volunteer base
- ii. Advocacy & Education: educating the community on the Main Street Four Point Approach™ and the need for a comprehensive management program for revitalizing downtown
- iii. Public Relations & Communication: promoting the work of the Main Street organization

Governance. *The Board Governance Committee incorporates routines, structures and procedures that establish a focus on the board's responsibility of policy and strategy rather than managing the program.*

The Board Governance Committee concerns itself with:

- Board roles and responsibilities
- Board composition
- Board knowledge
- Board effectiveness
- Board leadership and succession planning

APPENDIX B: The Board Governance Function

The governance committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the board. The focus of the committee revolves around the following five major areas:

1. Help create board role and responsibilities

- Lead the board in regularly reviewing and updating the board's statement of its role and areas of responsibility, and the expectations of individual board members.
- Assist the board in periodically updating and clarifying the primary areas of focus for the board and help shape the board's agenda for the next year or two, based on the strategic plan.

2. Pay attention to board Composition

- Lead in assessing current and anticipated needs for board composition, determining the board's knowledge, attributes, skills, abilities, influence, and access the board will need to consider in order to accomplish future work of the board.
- Develop a profile of the board as it should evolve over time.
- Lead the process of establishing a pool of candidates for board membership (identify potential candidates, present them as possibilities, and explore interest and availability).
- Nominate individuals to be elected as members of the board.
- Review the board member expectations statement with all board members annually.
- In cooperation with the board chair, meet annually with each board member to assess his or her continuing interest in board membership and term of service. Work with each board member to identify what he or she might be able to contribute to the organization.

3. Encourage board development

- Design and oversee a process of board orientation, including information prior to election as a board member and information needed during the first cycle of board activity for new board members.
- Design and implement an ongoing program of board information and education for all board members.

4. Board Effectiveness

- Initiate the periodic assessment of the board's performance. Propose, as appropriate, changes in board structure, roles, and responsibilities.
- Provide ongoing counsel to the board chair and other board leaders on steps they might take to enhance board effectiveness.
- Regularly review the board's practices regarding member involvement and engagement, conflict of interest, confidentiality, etc., and suggest improvements as needed.
- Periodically review and update the board's policy guidelines and practices, articles of incorporation and by-laws and recommend changes as appropriate.

5. Board Leadership

- Take the lead in succession planning, taking steps to recruit and prepare for future board leadership.
- Nominate board members for election as board officers.

Adapted from *The Nonprofit Policy Sampler, Second Edition* by Barbara Lawrence and Outi Flynn and *Transforming Board Structure* by Marla Bobowick, Sandra Hughes and Berit Lakey, both of which are BoardSource publications.

Governance Committee Responsibilities	Jul-Sept	Oct-Dec	Jan-Mar	Apr-June
• Lead in assessing current and anticipated needs for board composition, determining the knowledge, attributes, skills, abilities, influence, and access the board will need in order to support the organization’s strategic plan and to accomplish the board’s future work.	X			
• Develop a profile of the board as it should evolve over time.	X			
• Lead the process of establishing a pool of candidates for board membership (i.e., identify potential candidates, present them as possibilities, and explore interest and availability).		X	X	
• Review the board responsibilities statement and the board member expectations statement with all board members annually.	X			
• In cooperation with the board chair, review annually with each board member his or her continuing interest in board membership and possible board leadership. Work with each board member to identify what he or she might be able to contribute to the organization.			X	
• Monitor board compliance with the by-laws with respect to term limits, officers, etc.	X			
• Design and oversee a process of board orientation, including information prior to election as a board member and information needed during the first cycle of board activity for new board members.				X
• Design and implement an ongoing program of board information and education for all board members.				X
• Initiate the periodic assessment of the board’s performance. Recommend, as appropriate, changes in board roles, responsibilities, structure and/or committees.		X		
• Provide ongoing counsel to the board chair and other board leaders on steps they might take to enhance board effectiveness.		X		
• Regularly review the board’s practices regarding member involvement and engagement, conflict of interest, confidentiality, etc., and recommend changes as appropriate.		X		
• Periodically review and update the board’s policy guidelines and practices.		X		
• Insure periodic review of CMSC’s articles of incorporation and by-laws and recommend changes as appropriate.			X	
• Create and implement a board leadership succession plan.			X	
• Nominate board members for election as board officers.				X

SAMPLE BOARD EXPECTATIONS STATEMENT

BASIC RESPONSIBILITIES OF BOARD OF [NAME OF ORGANIZATION]

1. **Determine the organization's mission and purpose.** It is the board's responsibility to create and review a statement of mission and purpose that articulates the organization's goals, means, and primary constituents served.
2. **Select the chief executive.** Boards must reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified individual for the position.
3. **Provide proper financial oversight.** The board must assist in developing the annual budget and ensuring that proper financial controls are in place.
4. **Ensure adequate resources.** One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission.
5. **Ensure legal and ethical integrity and maintain accountability.** The board is ultimately responsible for ensuring adherence to legal standards and ethical norms and ensuring the organization is appropriately transparent in all of its operations.
6. **Ensure effective organizational planning.** Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
7. **Recruit and orient new board members and assess board performance.** All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate its own performance.
8. **Enhance the organization's public standing.** The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.
9. **Determine, monitor, and strengthen the organization's programs and services.** The board's responsibility is to determine which programs are consistent with the organization's mission and to monitor their effectiveness.
10. **Support the chief executive and assess his or her performance.** The board should ensure that the chief executive has the professional and moral support he or she needs to further the goals of the organization.

LEGAL RESPONSIBILITIES

Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization. Several states have statutes adopting some variation of these duties which would be used in court to determine whether a board member acted improperly. These standards are usually described as the *duty of care*, the *duty of loyalty* and the *duty of obedience*:

- The **duty of care** describes the level of competence that is expected of a board member, and is commonly expressed as the duty of "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.
- The **duty of loyalty** is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.
- The **duty of obedience** requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

RESPONSIBILITIES OF INDIVIDUAL BOARD MEMBERS

- Attend all board and committee meetings and functions, such as special events.
- Be informed about the organization's mission, services, policies, and programs.
- Review agenda and supporting materials prior to board and committee meetings.
- Serve on committees or task forces and offer to take on special assignments.
- Make a personal financial contribution to the organization.
- Inform others about the organization.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization
- Keep up-to-date on developments in the organization's field.
- Follow conflict of interest and confidentiality policies.
- Refrain from making special requests of the staff.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.

IN SUPPORT OF YOUR COMMITMENT, [ORGANIZATION NAME] PLEDGES TO:

- Assign a board member to be your mentor to optimize and facilitate your assimilation on to the board
- Provide written materials approximately one week in advance of board meetings to allow you to be better prepared to participate in meetings
- Provide an initial orientation to, and ongoing education about [Name of organization] (mission, history, priorities, etc.), our programs and activities, and its board
- Update your board book with relevant information about [Name of organization] as needed, but at least annually
- Provide timely information about [Name of organization] events and encourage you to participate
- Alert you to opportunities to advocate on behalf of main street revitalization
- Provide you with current talking points about [Name of organization]'s mission, program and activities
- Offer meaningful opportunities for you to use your skills, experiences and contacts to further the [organization] mission
- Recognize your individual participation and organizational support

I, _____, understand what is expected of me as a member of the Board of Directors of [Name of Organization] and agree to meet these expectations in the coming year to the best of my ability. If at any time, I have questions regarding my board responsibility and individual commitment, I will contact the board chair to discuss my concerns and/or observations. If, for any reason, the board chair wishes to discuss my board role, he/she will contact me in a timely manner. If circumstances change and I am no longer able to meet these expectations, I will contact the chair of the board to resign from the board and to make arrangements to transfer any outstanding responsibilities to other board members.

Signature of board member

Printed name

Date

Signature of CEO

Printed name

Date

Signature of board chair

Printed name

Date

MAIN STREET - POTENTIAL DIRECTOR & PARTNER MATRIX

Names of potential candidates:

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Attributes:						
Fund Raising skills						
Fed, state, local government contacts						
Corporate contacts						
Expertise in:						
Accounting/Financial Management						
Lobbying						
Urban Planning						
Real Estate Development						
Transportation/Land use planning						
Market Analysis						
Public Relations, Communications						
Small Business Development						
Main Street						
Design/zoning						
Media						
Preservation						
Arts & Entertainment						
Crime Prevention						
Stake in Downtown Revitalization:						
Provide services to Village businesses						
Provide revitalization services						
Property/business owner						
Personal qualities:						
Leadership skills						
Organized						
Strong communicator						
Facilitator - run excellent meetings						
Respects others						
Open-minded						
Decisive						
Integrity, self-confident						
Understands/supports Sandy Hook Village						
Access to resources:						
Financial - own						
Financial - others						
People (good network/employees)						
In-kind support						
Has time to commit						
Affiliations/Other information						

Comments:

PERSONAL CHARACTERISTICS TO CONSIDER

- Ability to: listen, analyze, think clearly and creatively, work well with people individually and in a group.
- Willing to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate oneself.
- Develop certain skills if you do not already possess them, such as to: cultivate and solicit funds, cultivate and recruit board members and other volunteers, read and understand financial statements, learn more about the substantive program area of the organization.
- Possess: honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, concern for your nonprofit's development, a sense of humor.

APPENDIX C: Organizational Assessment and Recommendations

SHOP Self-Assessment Analysis Based on January 15, 2014 Workshop

Priorities

1. SHOP's accomplishments - streetscape, water line/infrastructure; events - gotten more successful each year. Better at planning and running events. Meetings are more efficient and better run.
2. Top challenges and opportunities
 - a. Consistent involvement of members and other volunteers.
 - b. Effective communications within SHOP membership and with the market area.
 - c. Use the market research data to improve revenue for current businesses and draw in new businesses.
 - d. Continued streetscape improvements.
3. Top three priorities for this year
 - a. Filling brand steward position (filled April 2014).
 - b. Creating 501(c)3 nonprofit.
 - c. Continued streetscape improvements.

Active Governing Recommendations

1. Update by laws to align with 501(c) 3 structure using Main Street template.
2. Consider expanding board membership to provide more leadership development for the future and to more effectively engage people.
3. Further develop committees as a way of delegating work and filtering new ideas.
4. Ask members to contact President with potential agenda items a week in advance of member meetings; distribute agenda in advance of member meetings.
5. Create brochure on SHOP membership that explains who is eligible and the benefits.
6. Elect rather than appoint officers. Create consistent practice based on by laws.

Vision/Mission Statement

1. Vision and mission statement need to be more focused.

Work Plan

1. Create a work plan based on goals and priorities.
2. Assign action steps and set due dates.
3. Hold people accountable.
4. Create and publicize a calendar of events for the year.

Program

1. Leverage partnership relationships to provide programming.
2. Make members aware of Connecticut Main Street Center workshops, networking events, monthly newsletters.
3. Consider collaborating with the Chamber of Commerce on business development workshops and networking events.
4. Visit new merchants to encourage them to sign up as SHOP members; reach out to other merchants that have not yet become members.

Historic

1. Consider if SHOP should take a more active role in historic preservation of buildings as well as the natural landscape.

Community Support

1. Continue to keep communication lines open with Newtown government officials; encourage their involvement and support.
2. Explore ways to collaborate with the Chamber for the overall benefit of the business community.
3. Continue to build on positive relationships with Lyons Club and Rotary.

Main Street Four Point Approach

1. Streetscape
 - a. Next step in the streetscape project is the new school entrance which is under construction.
 - b. Good zoning is already in place
2. Economic Development
 - a. Consider ways to attract specialty shops and additional restaurants
 - b. This year is one for planning and recruiting new business to take advantage of additional business traffic when the school reopens
3. Promotion
 - a. Events are already a strength of SHOP
 - b. Look at more ways to encourage people to eat and shop in Sandy Hook on an ongoing basis
 - c. Use traditional and social media to continually promote Sandy Hook and its businesses
4. Organization
 - a. See recommendations above regarding governance

Budget

1. Applying for 501(c)3. Emphasize role in educating the community. CMSC has a template for applying for 501(c)3.
2. Continue to move toward more formalized budget and financial reporting. 501(c)3 will necessitate having a formal budget.
3. Tie budget to plans.
4. Explore additional sources of funding especially once 501(c) 3 status is secured.
5. For grants can use a fiscal agent such as the Town of Newton until 501(c)3 approved.
6. Consider raising membership fee once benefits are better articulated and demonstrated. Realize that even doubling dues will only have minor impact on budget revenue. Other sources are needed.
7. Explore event sponsorships and relationship based asks to individual businesses, property owners and residents with capacity to support SHOP Impact drives revenue, so there is a need to clarify the message around impacts.

Commitment

1. Develop impact measures such as vacancy rate. Connecticut Main Street can assist in developing measures.
2. Also track volunteer hours. A dollar value can be assigned to volunteer hours.
3. General public and specifically the Newtown community need to understand SHOP message and what SHOP. does. Use numbers and stories to build commitment.

Paid Staff

1. Hiring the part time Brand Steward is a high priority.
2. Top five or ten businesses will be initial focus for assistance. Focus on n businesses that are enthusiastic and want to participate.
3. Brand steward will meet with SHOP event planners.
4. Brand steward will connect with Tripp to transition website, social media.

APPENDIX D: Stakeholder Interview and Workshop Insights

Interviews were conducted with twenty-one SHOP stakeholders including Sandy Hook residents, business owners, property owners, religious and town service leaders during the first three weeks of January 2014. These interviews were followed by a SHOP Vision Clarity Workshop on January 29, 2014 which was open to anyone interested in the future of the organization. Fifteen people attended this workshop, most of whom were SHOP officers or members. There was considerable overlap between the opinions and ideas stated in the interviews and during the Vision Clarity Workshop. The following is summary of the interview and workshop notes. These ideas and opinions provided a strong foundation for building the action plan.

Why does SHOP Exist?

- Pride and respect for the Village; build a great community; create a happy community
- Make Sandy Hook a destination
- Business success and sense of community
- Help merchants by building a social atmosphere
- Create a strong business environment
- Speak with a unified voice
- Attract resources

Who benefits? Who does SHOP serve?

- SHOP members and other businesses, property owners and residents in the community

What does SHOP do? What are its accomplishments?

- Brings people together to dialogue; make decisions for common good
- Improved relationship with the Town of Newtown
- Involves entire community - churches, firehouse, school, Adventure Park
- Helped Sandy Hook get through a difficult time; scholarships, charitable donations
- Streetscape-sidewalks, lighting, signage regulations
- Events--Tree Lighting, Passport, Halloween, Wine Tasting
- Promotes Sandy Hook and the quality of life here; outreach, marketing, website
- Bringing customers into Sandy Hook, supports businesses, creates more foot traffic
- Attracts more shops, restaurants & businesses - office, retail & residential

Design Projects suggested in stakeholder interviews:

- Protect the inherent charm of the Village as it develops; determine what families want
- Improve curb appeal; encourage property owners to fix/paint/clean up their properties
- Pave the parking area
- Advocate for on street parking signage and stripping; and signs to parking lots
- Advocate for better signage off highways
- Assist in creating appropriate storefront signage
- Extend the streetscape to residential developments
- Assure appropriate ordinances in place for residential properties; noise abatement etc.
- Construct a walking bridge that can accommodate strollers, that connects to parking
- Extend sidewalks to schools
- Install more lanterns
- Incorporate the “stage” by the river into the village (physically and programmatically)

Marketing and Promotion projects suggested in stakeholder interviews:

- Use consistent branding to market Sandy Hook as a destination
- Provide more advertising/marketing to other neighborhoods in Newtown and surrounding towns like Bethel, Southbury, Monroe; Create a center page ad in local papers
- Create positive stories and promote through-Newtown Bee, Patch, Voice and beyond
- Use Sandy Hook as a setting for a movie
- Use more social media
- Link all business websites to SHOP website
- Engage High School and Middle School students
- Add a Winter Carnival event
- Provide trolley or horse & buggy wagons during events
- Create promotions that bring people back after events
- Look at more ways to encourage people to eat and shop in Sandy Hook on an ongoing basis
- Cross promotion businesses; package shopping, dining opportunities
- Create and promote coupon book for Sandy Hook
- Create and promote a triple fold brochure listing shops to hand out in stores
- Create map cards with locations and business hours of Sandy Hook Village stores and restaurants
- Create a Sandy Hook Welcome Wagon
- Hold farmers market on Saturday or Sunday
- Create newsletter that provides information for businesses and property owners

Economic Enhancement Projects suggested in stakeholder interviews:

- Business retention, expansion & attraction
- Understand the market and build around it; Capture leakage identified in Marketing Study
- Provide business assistance resource to owners
- Provide/endorse business training, speakers and consulting resources for businesses
- Help businesses with social media and effective use of websites
- Provide opportunities to advertise in newsletter; speaking opportunities; business networking
- Promote links from the SHOP and Chamber websites to business websites
- Achieve Search Engine Optimization (SEO) for SHOP and businesses
- Attract more retail and restaurants, so visitors can spend a half day in Sandy Hook
- Attract new types of businesses, boutiques, specialty stores. convenience store, general store, green market, ice cream shop; old fashioned candy store, ladies boutique.
- Build an alliance between businesses, cross promote
- Encourage appropriate development, especially residential market

Organization suggested in stakeholder interviews:

- Be the champion for Sandy Hook Village
- Partner with Chamber, Lions Club, Rotary, PTA; leverage relationships
- Invite Vice Principal of Elementary School to join SHOP when school reopens
- Expand membership—SHOP needs perspective and energy of more people
- Increase merchant involvement, and sense of ownership, in SHOP
- Increase membership fee (*preceded by messaging / evidence of value of SHOP membership*)
- Add a volunteer time requirement to membership
- Form committees so work can be delegated
- Recruit more active, energetic volunteers
- Build an internship program with the high school and/or with a local university or college
- Create leadership succession plan; Include merchants in SHOP leadership team
- Be inclusive! Reach beyond Sandy Hook Center for your partners

APPENDIX E: Marketing Committee Structure and Responsibilities

The **Marketing Committee** has been formed with the purpose of execute the calendar-based marketing strategy clearly communicating and promoting Sandy Hook Organization for Prosperity's (SHOP) mission in the community. This committee has several sub-teams.

Committee Chair Responsibilities:

- Schedule and send reminders for committee meetings.
- Develop meeting agendas designed to get updates from the various teams and with strategic goals, objectives, and strategies in mind.
- Lead committee meetings keeping members on-task to make effective & efficient use of time.
- *Delegate* tasks to be performed *outside* of committee meetings to the teams.
- Nurture relationships with committee members ensuring that all members have well-defined and meaningful roles.
- Establish ad-hoc teams as needed with clearly defined purposes.
- Reach out to members with waning attendance.
- Inspire, energize, and encourage committee members. Keep SHOP's mission and the committee's purpose in front of committee members consistently.
- Document meeting minutes and submit to SHOP Board, SHOP Members & Marketing Committee within 48 hours of the meeting.

Committee Member Responsibilities:

- Actively engage in a specific aspect of the overall marketing strategy as identified by the teams below.
- Team leaders, and those who are willing/able, will attend the monthly Marketing Committee meetings to stay abreast of what's happening within the organization and within the various teams.
- Actively build relationships and explore opportunities for in-kind donations of printing and other marketing related services.
- **Public Relations Team** (Working in conjunction with the Marketing Coordinator)
 - Produce press releases for events (to announce in advance or after an event).
 - Maintain a list of media contacts and proactively reach out to various media for coming events.
 - Constantly update the local media's calendars of events.
 - Reach out to news editors (TV & Paper) with specific story ideas.

- Compile data on SHOP's outcomes, impact, and success.
- Work with SHOP Board to determine where to best disseminate this information.
- Help the organization to demonstrate the impact of philanthropy.
- **Photography & Videography Team**
 - Photograph projects, Sandy Hook Village Customer Service nominees & winners, special events, groundbreaking ceremonies, dedications, business stories, SHOP member stories, and others on an on-going basis providing a steady stream of pictures for newsletters, email blasts, marketing materials, social networking sites, and the website. Proactively photograph and send photos to the office (Marketing Coordinator) or downloading to Google Doc.
- **Writing & Newsletter Team**
 - Conduct interviews of local SHOP Members/Businesses, and donors to develop news stories for the quarterly newsletter. Write and submit articles on a timely basis.
 - Obtain photos from the photography team to be integrated into the newsletter.
 - Write creative, gripping copy for marketing pieces and develop attention-getting, emotion-evoking graphics while ensuring a concise, consistent, and informative message, or engage other professionals in the business to produce the materials (brochures, posters, display boards, flyers, etc.) Obtain competitive bids and select vendors for marketing materials based on quality, design, and cost.
- **Social Networking Team**
 - Continuously update SHOP's social networking sites (Facebook, Twitter, LinkedIn) to reach a broad audience of potential volunteers, SHOP members, businesses, partners, sponsors and donors. Post news, event reminders and success stories.
 - Upload pictures, photos, and compelling stories to spike user interest, feedback, and participation.
- **Special Promotions Team**
 - *Conceive of great opportunities to promote and drive traffic to SHOP Member Businesses.*
 - Help to strategize and implement various key promotions in town.
 - Create and nurture partnerships with organizations & businesses in Newtown that will help us with ongoing turn-key events that require very little coordination and can leverage resources from both organizations.
 - Work with Marketing Coordinator and Events Co-Chairs to help implement special promotions in Sandy Hook Village that get promoted through our website, social media, newsletter and Press Releases.
 - Help strategize Marketing Collateral that will draw in foot traffic & act as destination marketing for Sandy Hook Village. Or alternately, help conceive of marketing material to draw in donors, sponsors and potential SHOP Members.

APPENDIX F: Partnership Development Workshop

April 23, 2014

In Attendance: Joe Hemingway (SHOP President), Lisa Aglesta (Kidologie/Connectologie), Pat Llodra (First Selectman), Geetha Selva (Kidologie/Connectologie), Michael Burton (SHOP), Maribeth Hemingway (SHOP), Sharon Doherty (SHOP), Janet Maurice (My Circles of Love), Tricia Farin (Jantris Marketing), Mary Ann Jacob (Chair, LC), Helen Brickfield (resident), Any Mangold (town of Newtown), Wes Thompson (SCORE/resident), Brian Amey (Newtown Savings Bank), Melissa Lopota (SHOP Marketing Coordinator).

Connecticut Main Street Center (CMSC): Kimberley Parsons-Whitaker

Facilitator: Judith Green (NetMark Associates)

- Welcome by Joe and introductions were made.
- SHOP mission statement and goals were reviewed.
- Brainstormed opportunities for partnerships and opportunities for SHOP:
 - Judith shared an example of a Master Prospect List (MPL) and about different roles such as: Door Opener, Relationship Manager, etc.
 - Foundations and Civic Groups:
Rotary, Lions Club, Sandy Hook Promise, Newtown Women's Club, Sandy Hook PTA
 - Newtown partnerships:
Historical Society, Newtown Cultural Arts Commission, Chamber of Commerce (it was suggested we need a closer relationship with them), Town of Newtown (Planning & Dev., Public Safety), Newtown Parks and Rec.
 - Professionals:
Developers, entrepreneurs, Board of Realtors, Commercial Realtors
 - Faith based groups/churches:
St. John's, United Methodist, surrounding faith based groups
 - Colleges/schools:
Newtown High School Culinary program, Sacred Heart, Fairfield U., West CONN
 - Restaurants – local and surrounding towns
 - Individuals:
SHOP board members, retired people, young people
 - SH Firehouse
 - Banks – Newtown Savings Bank, Naugatuck Savings Bank, surrounding banks
- Discussed programmatic needs:
 - Marketing – possible pro bono for a SHOP brochure (printing)
 - Service awards – it was suggested that SHOP have some type of awards to recognize and give credit (Kim/CMSC has a template on how to do nominations and will share). Maybe some type of “Best of Sandy Hook” awards in future?
 - Discussed the Action Plan and how SHOP needs resources and partners to be successful
- Committees and advisory groups:
 - Kim shared about the four point model for main streets – organizational, design, promotion and economic development. In the future ideally a committee is formed for each area
 - A Marketing Committee was formed: Melissa will head this up and connect with the committee members who will include - Janet Maurice, Lisa Aglesta, Amy Tabor (was not

here but already shared that she wants to be involved). Committee will look at items such as: promotions, website, events and budget, etc. and meet monthly initially?

- Integrating Greater Newtown:
 - Discussed how events bring an audience for future engagement (retail businesses may not see the immediate results but long term these will build for returning visits)
 - Need to differentiate between SHOP and the Chamber – what are the points of intersection? Chamber as overarching piece?
 - Outside partnerships – how do we include and expand outreach to groups such as Lexington Gardens and that corridor?
 - How do we network and attract retail – entrepreneurs, business owners, etc.
- Coordination (areas where SHOP could play a role):
 - Need to build the residential population in Sandy Hook Village
 - Master Plan – Kim will make some connections with her board. Perhaps have a “charrette”? <http://en.wikipedia.org/wiki/Charrette>
 - Discussed a possible open house and what purpose would it serve?
 - Small Business Assistance:
 - Coaching business owners – training, “forward leaning”. Need consistent messaging from SHOP businesses/ restaurants – even something as simple as saying “Thank you for coming to SH”. Perhaps a script?
 - Mentioned that all should take credit cards
 - Need high end service – “go to the next level”. Meals, shopping should be memorable experiences where folks will come back
 - Some may need help with merchandise displays
 - Consistent branding – Melissa passed around the SH “Community Image Style Guide”
- Discussed short term efforts that could highlight Sandy Hook Village as a destination, while bringing SHOP recognition and build value add
 - Walking tours – connect with the Historical Society?
 - Arts/cultural connections?
 - Passport every weekend?
 - Turn key projects?
 - Long term efforts include: signage and way finding – Joe is working on that. It might be one component of a Master Plan for Sandy Hook Village.
- Revenue Development:
 - Greatest way to support SHOP immediately is through the **“3rd Annual SHOP Food, Beer & Wine Tasting, Plus Silent Auction!” event on June 14** at 7pm. Flyers were handed out and folks encouraged to spread the word and attend
 - Discussed 5019(c)3 status – may take two years or more to secure, the Pro Bono Partnership group was connected with Wes and he is pursuing