

**BOARD MEMBER'S
HANDBOOK
FOR
MAIN STREET
COMMUNITIES**

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MAIN STREET PROGRAM SET-UP CHECKLIST

Task:	Responsibility:	Deadline:
• Locate and secure office	_____	_____
• Locate and install furniture	_____	_____
• Hook up utilities	_____	_____
• Install telephone	_____	_____
• Purchase office supplies	_____	_____
• Set up checking account	_____	_____
• Set up charge accounts for:	_____	_____
• Printing services	_____	_____
• Office supplies	_____	_____
• Photographic supplies	_____	_____
• Other _____	_____	_____
• Other _____	_____	_____
• Gather reports, photographs, and other resource material for office	_____	_____
• Obtain business license, if required	_____	_____
• Prepare Articles of Incorporation and Code of Regulations	_____	_____
• File for corporation status	_____	_____
• File for tax status	_____	_____
• Appoint project manager selection committee	_____	_____
• Issue press releases on establishment of Main Street program	_____	_____
• Appoint task force to select or accept nominations for Board	_____	_____
• Other _____	_____	_____
• Other _____	_____	_____
• Other _____	_____	_____

PROGRAM GUIDE

PROGRAM GUIDE

Main Street is not a project, or a grant, but a process based upon an implementation strategy for locally initiated goals and objectives. Participating communities receive various forms of assistance, all of which directly or indirectly help the local organization and manager develop their community's assets, as well as identify and strengthen their weaknesses. Being a Main Street community means implementing a comprehensive economic revitalization effort which is based upon:

- ORGANIZATION:** Building partnerships to create a consistent economic development and revitalization strategy. Diverse groups – merchants, bankers, educators, public officials, the chamber of commerce, and civic groups – must work together to improve the community.
- PROMOTION:** Re-establishing the community's image as a compelling place for shoppers, investors, and visitors. This means not only improving sales but also sparking community excitement and involvement. Promotions can range from street festivals to retail merchandising, from community education to aggressive public relations.
- DESIGN:** Enhancing the visual quality and image of the community. Attention must be paid to all elements of the business district – not just buildings and storefronts, but also public improvements, rear entries, signs, landscaping, window displays, etc.
- ECONOMIC RESTRUCTURING:** Strengthening the existing economic assets of the business district while diversifying its economic base. Activities include recruiting new businesses to provide a balanced retail mix, converting vacant buildings into housing, offices, entertainment or cultural facilities, and sharpening the competitiveness of Main Street's traditional merchants.

8 PRINCIPLES OF REVITALIZATION

- 1. Main Street is a comprehensive approach to downtown revitalization.** It must address all the areas in which action must take place. Design improvements alone will not bring about meaningful change; effective marketing, a strong organizational base, and solid economic development strategies are all necessary to reverse the cycle of decay from which many downtowns suffer.
- 2. Main Street relies on quality.** The quality inherent in downtown commercial architecture and in the services downtown businesses offer their customers make the downtown unique in the marketplace and give it many marketing advantages.
- 3. Main Street is making meaningful, long-term revitalization possible through public/private partnerships.** Neither public nor private sectors can bring about change in downtown alone. Combining the talents and resources of both sectors brings all the skills necessary for revitalization to occur together in a unified program.
- 4. Main Street involves changing attitudes.** Changing attitudes – demonstrating that positive change is taking place downtown -- is central to the success of a downtown revitalization program.
- 5. Main Street focuses on existing assets.** Each community is unique, and each downtown has special characteristics that set it apart from all other downtowns in the country. Main Street has many assets to promote and market.
- 6. Main Street is a self-help program.** Through the grass-roots effort of the volunteers, the will to succeed and the desire to work hard to bring about change is evident and crucial to downtown development.
- 7. Main Street's approach is incremental in nature.** The Central Business District did not lose its economic strength overnight, it happened over a period of years. Main Street relies on a series of small improvements that change public attitude about the downtown. Gradually, the small changes will build into larger ones as resources and the organization gain strength.
- 8. Main Street is implementation-oriented.** By identifying and prioritizing the major issues the downtown must confront, Main Street can develop programs of work that break down the large issues into smaller tasks. Then, through the volunteer committees, Main Street will have the capability of achieving the quantifiable tasks the "Program of Work" maps out.

FIRST YEAR EXPECTATIONS

During its first year of participation in the Main Street Program a community can expect the following to occur:

First, the community must organize and define the problems of the business area, develop goals and objectives for the economic revitalization strategy, and forge appropriate relationships among bankers, government, merchants, civic groups, and citizens.

Secondly, the community's Main Street Manager will undergo extensive training in the four-points of the program (design, economics, promotion, and organization) in the beginning of the program, and will attend four specific manager workshops during the year to continually update managerial skills.

Thirdly, coordinators from the state and possibly the National Trust Main Street Center will visit the community at periodic intervals to assist in the implementation of local goals and strategies. Within six months of local program startup, a team will visit the community to complete an evaluation of their local trends and market influences. This information helps the local organization and staff analyze their development strategy and make adjustments.

Fourth, the community will feel the impact of implementing their goals through the involvement of community members and the coordination of the local manager.

By the end of the first year, local participants should have a firm grasp on the problems leading to the decline or stagnation of their business area, outline their goals and objectives for revitalization, and have developed the appropriate organization and support for implementation.

PROGRAM REQUIREMENTS

Cities or towns which choose to participate in the Ohio Main Street Program have made a commitment to do the following:

1. Have commitments for Economic Development by both public and private organizations.

Experience has shown that the success of each community's program is directly proportional to the commitment and support exhibited by the local community. The support of the city, merchants, and other key groups is essential to the success of the local development efforts.

Support of the program through the adoption of resolutions or letters of endorsement can encourage the organization to pursue the program but at some point it is critical to address the long term financial aspects of commitments. Financial commitment is especially crucial in small towns where limited resources are available and non-support by any group can seriously hamper the success of the program.

The commitment of "key" local individuals is also necessary as the organizational structure expands to include Boards and committees.

2. Completion of a Main Street Application.

Participants must complete a Main Street application which provides historic, economic and demographic data and a realistic assessment of existing local conditions. Applications are accepted annually.

3. Commitment to hire a local project manager with a travel and operating budget for four (4) years.

- Communities which have populations ABOVE 5,000 will need to hire a full-time manager to serve as a well-informed advocate for the downtown. The manager will assume the duties of marketing the community, plan and carry out promotional and development activities, serve as a liaison with public and private sector organizations, and help coordinate the implementation of local goals and objectives.
- Communities with populations BELOW 5,000 need to employ PART-TIME PAID management; these individuals would devote approximately 25 hours weekly to program management. Frequently the manager can also serve as a Chamber Executive, City Employee, or Development Corporation Director.
- Salary range should be comparable with a "professional" working in the community.
- It is important to note that regardless of community size all managers will receive the same training and be responsible for the same duties.

THE IMPORTANCE OF ORGANIZATION IN A REVITALIZATION PROCESS

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Organization is the key to a successful economic revitalization program. A strong, viable organization provides the stability necessary to build and maintain, a long-term effort. Developing an organized management program that is well structured, well funded and committed to the future is the only way to make revitalization last. For these reasons, the establishment of a solid organizational base for the community should be the primary goal of a local Main Street program.

Principles of Organization

In its most basic form, a successful local Main Street program should have the following characteristics:

- Broad based community support
- Broad based community representation in an advisory capacity
- A clear constituency
- A clear, shared sense of mission and a clear set of goals and objectives
- Committed, dependable funding
- Working committees
- Management- full or part-time program manager
- A well thought-out work plan built around the four points: Design, Organization, Promotion and Economic Restructuring
- A commitment to work, and succeed, over time
- Strong public/private partnerships
- These ten principles should guide the development of the local Main Street program and measure its organizational success.

Identifying the Participants

The local Main Street program must involve groups and individuals from throughout the community in order to be successful. Downtown revitalization requires the cooperation and commitment of a broad-based coalition of businesses, civic groups, local government, financial institutions, consumers and many others. It also involves mobilizing a large number of volunteers to implement activities. And, the downtown revitalization program must have the support and involvement of both the public and private sectors.

Different groups have different interests in the community. While each may have a particular focus, all groups ultimately share the common goal of the revitalization process, the local program can help each group realize that this common goal exists and that cooperation is essential to making revitalization successful. Furthermore, by identifying each group's

greatest strengths, the local Main Street program can help focus that group's energy in the areas in which it is likely to be most effective and have the most to contribute.

Where to Find Potential Members

It is not always easy to locate good and new members. Many organizations are competing for the same people. Those that succeed in attracting members who will contribute their work, wealth, and wisdom are those whose staff and current Board work hard, use their imaginations, and represent their organizations in a credible, exciting way.

Before you begin your recruiting program, think about what your "ideal" member looks like in terms of individual backgrounds and skills. Not every organization is comprised of a diverse group of members contributing their expertise, hard work, and influence in addition to an appropriate portion of their financial resources.

Look at the following sources of potential members:

- **Merchants:** Retail activity is an important part of the local economic base and merchants have vested interests in the success of the revitalization program. Merchants are often most interested in – and the most valuable contributors to – promotional activities, but their representation in other programs can also be beneficial.
- **Property owners:** Property owners are the individuals who, literally, own the community's central business district. Therefore, they have a direct interest in the revitalization program's success. Local property owners are often active participants in the revitalization process. Absentee owners, though, may show little or no interest in it. Nonetheless, absentee owners should always be kept informed about the local program's activities and, as the program develops greater competency in directing the economic growth of the downtown, should continue to be invited to take part in its projects.
- **Chamber of Commerce:** The Chamber of Commerce is an important player in most revitalization programs because of their interest in the community's commercial development. The Chamber can help the local Main Street program by providing liaisons with local and regional economic development agencies, by helping businesses expand and recruiting new businesses and by sharing information resources. Remember, though, that the Chamber must be concerned with development throughout the community and that focusing too much on one particular area can contradict its direct mission.
- **Financial institutions:** Local financial institutions benefit from a revitalized downtown in many ways, from making new business loans to being able to help attract new industry to the community. Financial institutions can support the revitalization program by helping package loans, by taking part in interest buy downs and other financial incentive programs, by providing leadership and by helping find

innovative ways to stimulate downtown economic development. Many financial institutions find that participating in the local Main Street program helps satisfy their directive under the Community Reinvestment Act.

- **Civic Clubs:** Civic clubs benefit from taking part in the revitalization program by helping improve the community's quality of life and by making the community a more pleasant and vibrant place for activities to take place.
- **Historic societies and historic preservation organizations:** Can contribute expertise in local history, preservation technology and related fields to the local revitalization program.
- **Consumers:** In many ways, consumers stand to benefit the most from a revitalized core area by being able to more easily obtain goods and services that meet their needs. Many local consumers who may not belong to an existing community organization will still be interested in taking part in the revitalization effort and in helping make the downtown – and the community – a more vibrant place to be.
- **City and County Government:** Play a major role in the economic revitalization effort. In fact, without the support and involvement of local government, a revitalization program will probably not be able to achieve long-lasting success. Local government can help provide technical skills, leadership and financial resources to the revitalization effort. Because local government is a major player in directing the community's economic growth, it must be an active participant in restructuring the downtown's economic base and developing innovative solutions to downtown issues.
- **Regional Planning Commissions and Council of Government:** Can provide the local Main Street program with market data and other technical information about the downtown's market area. These groups can also help the program identify resources and establish relationships with regional, state and national economic development agencies.
- **Schools:** Schools can help make the revitalization effort successful in several ways. First, by involving young people in the revitalization process, they can help the downtown reach a segment of the community which may not be familiar with it. Second, they can help students become positive contributors to the community's quality of life. Finally, by giving students opportunities to use their academic skills in a "real world" environment, they can help the downtown revitalization program implement programs and accomplish projects.
- **The Media:** Are usually major supporters of the downtown revitalization effort. Revitalization means creating new jobs, generating new investment and bringing more money into the community – activities that are very newsworthy. In addition to helping publicize the local program's successes, media can provide information about local market characteristics.

OHIO MAIN STREET PROGRAM

OHIO MAIN STREET PROGRAM

Downtown Ohio Inc. (DOI) Board of Trustees

Purpose: To design and implement the Ohio Main Street Program and to select Main Street Communities based upon submitted applications.

Specific Functions:

1. Review and endorse priorities established by state Main Street program.
2. Provide information and expertise to the program as it develops.
3. Designate Main Street communities based upon review of submitted applications and on-site knowledge.
4. Assist in the coordination of Main Street services.
5. Review statewide Main Street activities.
6. Make recommendations for the purpose of program improvements.
7. Participate in administering local technical assistance when feasible.
8. Attend Main Street specialized programs presentations when feasible.

Ohio Main Street Program

Purpose: To coordinate the dissemination of program information and financial or technical assistance programs that will facilitate the implementation of local Main Street programs. To serve as a liaison with the National Trust Main Street Center and other governmental entities.

Staff: A state coordinator to be designated by DOI Board of Trustees with input from the National Trust Main Street Center (Washington D.C.). Additional support staff will be utilized.

Specific Main Street State Office Functions:

1. Design application, program, and implementation schedule of Main Street Program.
2. Assist in the selection of Main Street communities as non-voting members
3. Handle all logistical concerns for on-site travel, local manager training, resource assistance teams, promotional meetings, committee meetings, and other state meetings as needed. This includes funding, securing lodging, and providing for in-state travel for National Trust Main Street personnel and advisory committee members.
4. Attend all in-state Main Street training or information sessions.
5. Facilitate the delivery of the national program services to participating communities.
6. Negotiate contractual agreements with National Trust Main Street Center and other consultants.
7. Provide assistance to communities participating in the program.
8. Oversee any necessary design assistance.
9. Monitor the program.
10. Develop written materials for the program (manuals, newsletters, promotions).
11. Publicize the national, state, and local programs.
12. Objectively inform local program managers and Boards of potential problems, assist in the resolution of local problems, and encourage the completion of local projects.

13. Create and/or promote state-tailored revitalization and/or economic development models.
14. Provide written follow up to on-site visits.

National Trust Main Street Center (Washington D.C.)

Purpose: To coordinate and teach the Main Street revitalization process to the state coordinator and communities involved.

Staff: The National Trust Main Street Center's (NTMSC) Program Associate will provide assistance in program coordination. The Center may assist in providing faculty and training materials for local program managers training sessions, resource teams, and annual evaluations to assist each community implement their local goals and objectives.

Specific Center Functions:

1. Assist Downtown Ohio, Inc. in the development of a work program and schedule for the Ohio Main Street Program.
2. Assist in the selection of Main Street communities as needed.
3. Develop and attend reconnaissance trips to communities for purpose of informing the communities of program and/or meeting with community leaders to help organize the local revitalization effort.
4. Develop project manager training program. DOI and NTMSC will provide faculty and training materials.
5. Attend and conduct, jointly with the state project manager, meetings, as requested, rotated among participating towns. These meetings can be a combination of sharing ideas, discussing problems, or identifying a special topic for discussion. The special topic area can be used to explore issues about which managers lack of understanding such as leasing, tax incentives, promotions, fundraising, etc.
6. Provide necessary consultation to the Ohio Main Street communities.
7. Provide a reference library of Main Street products to the participating towns and the state.

Main Street Managers (Local Communities)

Purpose: To coordinate, direct, and facilitate the adoption of national, state, and local Main Street objectives in the community.

Staff: Each community should hire a Main Street Manager for a minimum duration of four (4) years. Local salary ranges are encouraged to be in line with other local "professional" salaries and are to be paid by each community. The manager should have a basic understanding about individual retail operations, media and promotion, municipal public works and zoning, the practices of local lending institutions and the community's economic climate, and a working knowledge of building restoration practices.

Specific Local Manager Functions:

1. Retain and strengthen key local retail operations.
2. Recruit new businesses.

3. Promote better and more efficient use of existing structures.
4. Promote year-round business and community related activities.
5. Conduct local market studies, needs, assessments, and structural inventories.
6. Provide long term unified management.
7. Foster public-private partnerships and encourage local businesses to invest in their community.
8. Coordinate the interests and goals of community leaders, civic organizations, local banks, and business associations into a comprehensive approach to economic development.
9. Make public presentations and work with the media to inform the public and promote local program goals.
10. Participate in state sponsored Main Street program when requested.

DEVELOPING AN ORGANIZATION

DEVELOPING AN ORGANIZATION

In most instances, developing a non-profit organization to implement the Main Street program is the best option. The organization should:

1. Establish a clear focus unhindered by past history.
2. Develop a consistent program, unhampered by the constraints of local politics.
3. Serve as a visible symbol of renewal, new activity and a new future for the community.
4. The organization should establish a Board with a broad-based constituency, a clearly defined independent mission, create goals and infuse a fresh spirit of change into the community.

The “Ideal” Local Main Street Organization:

What are the characteristics of an ideal Main Street organization? Who should be on its Board of Directors, and what should the Board's responsibilities be? How should its committees be structured? What role does staff play in developing and implementing policy?

Local Main Street organizations have been structured in a number of different ways. For instance, in some communities the Main Street program is governed by a large Board of Directors, with a smaller executive committee providing day-to-day guidance. In others, a Board of Advisors and a Board of Directors divide responsibilities for directing the program. Some local programs share a Board of Directors with another organization with similar interests. The structure of the local organization will depend on local priorities, on the roles existing organizations play, on human and financial resources and on many other factors.

Outlined on the following pages are descriptions of the components and characteristics of the "ideal" local Main Street program, based on the experiences of hundreds of Main Street organizations across the country. These descriptions apply not only to the creation of new organizations but also to the reevaluation and restructuring of existing ones.

The Board or Directors

The local Main Street program's Board of Directors should be a strong, working Board capable of developing and implementing policy to create positive change in the community. The success of the revitalization effort depends largely on the Board's ability to identify and mobilize resources, build volunteer support, develop new leadership and maintain a clear focus on the downtown's needs and opportunities.

- **Officers:** Officers are usually elected by the organization's membership and typically include a President, Vice-President, Treasurer and Secretary. {In non-membership organizations, officers are usually elected by the Board, and, in the instances of downtown development authorities and city commissions, are appointed by the local government.} Some local programs elect co-Presidents with separate responsibilities. It is generally best to rotate one third of the members off the Board each year in order to avoid burn-out, attract new leadership and avoid domineering Board members. If

more people are interested or should be involved, remember that there are plenty of standing and ad hoc committees on which these individuals can serve.

- **The project manager and the Board**: The project manager should report and respond only to Board decisions. On a day-to-day basis, the project manager should confer with the Board President – there is nothing more debilitating and counterproductive than for the project manager to have too many bosses to whom he or she is expected to report.
- **Selecting Board members**: When selecting Board members, look for people who represent the "three W's": Work, Wisdom and Wealth. 'Workers' who join the organization will become actively involved in planning and implementing projects. 'Wisdom' is represented by partners who provide needed services or information. These members may have special skills in areas such as law, accounting, architecture, volunteer management or real estate. Sometimes, it may be best to have these individuals become ex-officio members or members of the program's Board of Advisors, to encourage their long-term involvement with the organization. 'Wealth' is represented by people who have money – or access to money – that could be used to finance the program's projects.

In short, Board members should bring the organization time, money, skills, leadership, enthusiasm and community respect.

- **Role of the Board**: There is no simple definition of the Board's role. In general, the Board's major responsibilities are to educate, build consensus, stimulate the local economy through action, focus activity and maximize volunteer participation in the revitalization process. As the direction of the local revitalization program evolves and creates new opportunities, the role the Board plays in each of these areas may change. There are, however, several basic responsibilities that should remain constant throughout the life of the organization.
- **Basic Responsibilities**: The Board has ultimate responsibility and accountability for the Main Street program and, even though it may delegate day-to-day management or even long range planning of the program to the project manager and committees, it cannot delegate:
 - The proper review of program plans,
 - Budget review, and
 - Monitoring and evaluation of program effectiveness.

The Board must always represent the view of why revitalization is crucial for the entire community. The Board must constantly serve as a private-sector advocate of comprehensive revitalization in order to ensure:

- A comprehensive understanding of the principles of Main Street revitalization,
- Community acceptance and involvement in the revitalization process,
- Private-sector commitment to the revitalization effort, and
- Ongoing private-sector initiative.

The Board must always attempt to maximize volunteer involvement in the revitalization effort.

The Executive Committee

Some local Main Street programs create an executive committee to help manage and focus the board's responsibilities. Typically, an executive committee consists of the board's officers – President, Vice-President, Secretary and Treasurer – and usually meets more frequently than the board, to take care of day-to-day details of managing the downtown revitalization program. Organizations might want to consider creating an executive committee if the size of the board makes it difficult to conveniently schedule meetings. If, however, the board is a small enough group to be able to interact well and to effectively handle the organization's housekeeping details, an executive committee may create an unnecessary layer of bureaucracy.

The Local Advisory Board

The Advisory Board provides additional insights, input and policy support to the local Main Street program. The Advisory Board should include among its membership individuals who are community leaders, who represent major groups and organizations in the community and who can provide expert advice to the program. It is not as involved in the day-to-day affairs of the Main Street program as the Board of Directors – typically, an Advisory Board may meet as infrequently as twice a year – but is there to provide assistance when needed. Because the Advisory Board includes representation from major organizations and businesses, its members are able to mobilize resources that the project manager and Board of Directors may not be aware of or may not have access to.

The Advisory Board may have as many as 25 or 30 members.

- **Does the organization need an Advisory Board?**

Some local Main Street programs have Advisory Boards, and some do not. Occasionally, a local program finds that its Board of Directors alone can adequately execute the program's goals and that, therefore, an Advisory Board is not really necessary. In other instances, Advisory Boards help give prestige and guidance to the local program, providing skills or resources the Board of Directors alone do not possess.

Advantages of establishing an Advisory Board include these particular benefits to a local program:

- When there is a broader base of community groups that need to be informed about the activities and progress of the downtown revitalization program than can be practically represented on the Board of Directors;
- When the creation of an Advisory Board can assist the local program with fundraising activities;
- When it is necessary to involve influential people who do not have the time to commit to serving on the Board of Directors.

- **Issues to resolve before establishing an Advisory Board:**

- Will constituents be confused about the different responsibilities of the Advisory Board and the Board of Directors? It should be made clear that the

Board of Directors – not the Advisory Board – is responsible for the day-to-day operation of the local program.

- Will the Advisory Board represent a number of community groups and interests, or will it become insulated from important issues by having limited representation? While an Advisory Board should contain influential members of the community, it should also include individuals who represent other important community groups that may not have as much influence or prestige.
- Will Advisory Board members understand that, although their positions are less active than those of the Board of Directors, their involvement is just as important. The Advisory Board's direct responsibilities are not as extensive as those of the Board of Directors. If details such as these are thoroughly discussed when the local program is established and potential Advisory Board and Board of Directors members understand the roles they will play in the downtown revitalization process, the Advisory Board can become an invaluable resource.

RECOMMENDED STANDING COMMITTEES

The Ohio Main Street Program and the National Trust Main Street Center recommend that local Main Street programs set up three standing committees corresponding to three of the four points of the Main Street approach. These committees are Promotion, Design, and Economic Restructuring. It is also recommended to have one standing committee to deal with membership development, fund raising and other organizational housekeeping chores. General organizational activities are the responsibility of the Main Street Board and its executive committee.

The roles these committees play are crucial to the success of the local Main Street program, because the success of the program depends on a coordinated, comprehensive effort to ensure the successful completion of projects in each of the four areas of the Main Street approach. The Board is responsible for developing a comprehensive set of goals, and the committees are responsible for developing, in conjunction with the Board, strategies and projects to carry them out. With the Board's approval, each committee should:

- Determine and prioritize the objectives required for each goal in its subject area.
- For each objective, develop a balanced range of activities that are both short and long-term so that there will be a record of accomplishment at the end of the year as well as a basis for more complicated efforts in the future.
- Implement several high visibility projects that keep the local Main Street program's efforts in the public eye.
- Establish, empower and monitor ad hoc task forces to accomplish specific projects.

One of the most important responsibilities of each committee is initiating working relationships with agencies and community groups that have similar goals or that are currently involved with projects in the community. Defining a role for the local Main Street program while ensuring that it does not overlap or conflict with outside groups can be a delicate process. Often, the most appropriate committee task – at least initially – is to offer assistance to those groups with established projects in order to learn about their activities and, at the same time, to promote the downtown revitalization program.

MAIN STREET BOARD MEMBER JOB DESCRIPTION

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Collectively, the Main Street Board assumes legal and philosophical responsibility for all activities of the Main Street program. The Board is solely responsible for establishing program policy, approving the annual program budget and determining the goals of the program. The Board may delegate some of its duties to an executive committee or other task forces. Members are usually expected to serve on one or more of these task forces and/or standing committees of the Main Street program.

Job Requirements

Each Board member should have or provide one or more of the following:

- A demonstrated interest in the program's purpose and its goals.
- Specific experience in and/or knowledge of administration, finance, program development, advertising, public relations, downtown business activity, communications, design, or economic development.
- Representation of a public or private sector organization in, or segment, of the community.
- 4-10 hours per month of available time.

Major Responsibilities

The Board members are jointly responsible for:

- **Policy Administration:**
 - Establishing and/or continuing the legal existence of the program.
 - Ensuring that the program fulfills legal requirements in the conduct of its business and affairs.
 - Adopting and administering Code of Regulations.
 - Adopting policies which determine the purposes, governing principles, functions and activities, and course of action for the program.
 - Assuming responsibility for internal policies governing the program.
 - With the project manager, developing an annual work plan of goals, objectives and activities for the program.
- **Finance:**
 - Approving and monitoring the finances of the program.
 - Helping raise sufficient funds to ensure that the program can meet its objectives.
 - Authorizing and approving an annual audit.

- Assuming responsibility for all expenditures necessary for the operation of the program (other than those responsibilities delegated by the Board to the project manager).
- **Public Relations:**
 - Understanding and interpreting the program's work to the community;
 - Relating the services of the program to the work of other organizations and agencies,
 - Giving sponsorship and prestige to the program and inspiring confidence in its activities;
 - Serving as advocates of economic development through historic preservation in the downtown area.
 - Maximizing volunteer involvement in the downtown revitalization effort
- **Evaluation:**
 - Regularly reviewing and evaluating the program's operations and maintaining standards of performance;
 - Monitoring the program's activities;
 - Counseling and providing good judgment on plans of committees and of the project manager.
- **Personnel:**
 - Selecting, hiring and evaluating the project manager;
 - Approving policies governing personnel administration;
 - Participating in the recruitment, selection and development of Board members as advised by the nominating committee.

Individual Standards

A responsible Main Street program Board member:

- Supports Board decisions, even when he or she may differ personally with the majority decision.
- Understands the mission of the local Main Street program and promotes the goals and activities of the program to his or her own constituent groups and to the community as a whole.
- Attends Board meetings.
- Actively participate on task forces as necessary as well as one standing committee or other designated post.

- Actively participates in specific activities or projects promoted by the Board which may include: fundraising, membership recruitment and representation on behalf of the program at meetings and/or events
- Attends as many as possible of the training programs and workshops held each year by the state and national Main Street programs.
- Contributes knowledge, financial resources and labor to the Main Street program.
- Respects the need for the local manager to report to only one "boss."
- Offers opinions honestly, without reservation and in a constructive way.
- Does not commit more time to the Main Street program than he or she can realistically afford.
- Delegates responsibilities to committees when appropriate.
- Promotes unity within the organization and seeks to resolve internal conflicts.
- Encourages orderly, systematic and incremental implementations of the local program's work plan, discouraging the Board from being distracted by secondary issues or projects not included in the program's annual agenda.
- Encourages staff and other Board members to express their opinions openly in Board meetings.
- Is loyal to the program and honors his or her commitment to it.

BOARD MEMBER ORIENTATION CHECKLIST

Describe the Organization to the Board Member:

- Who do we serve
- What we do
- How we're financed
- Other:

Explain and Discuss with Board Members:

- Meeting attendance- both full board and committee
- Committee assignment
- Board role and relation to administration/ staff
- Other:

Conduct Tours:

- Downtown program office and board room
- Downtown area

Deliver Important Information to Board Member:

- Letter of welcome from the program manager
- Mission statement
- Bylaws & Articles of Incorporation
- Board policies
- Copies of the minutes of board meetings from the last year
- Current budget & financial reports including year-end statement from preceding year
- Current work plan including goals and objectives
- Long-range plan
- Latest newsletter(s)
- The Main Street Approach information sheet
- The Main Street Board Member Handbook
- Letter of Agreement with the Ohio Main Street Program
- List of all board members including addresses and telephone numbers. Indicate officers.
- List of committee members including committee chairpersons
- Calendar of meetings and events for the year
- Other:

Introduce Board Member to:

- Program Manager
- Chairperson of committee to which board member has volunteered
- Other Board members
- Others:

Collect Data:

- Mailing address and telephone numbers (home and office)
- Best time to conduct orientation
- Best time for meetings

___ Other:

MAIN STREET EXECUTIVE BOARD JOB DESCRIPTIONS

MAIN STREET EXECUTIVE BOARD

MEMBER JOB DESCRIPTION

President

The president serves as a link between the Board of Directors and the executive director. He/She assists the executive director in defining priorities and directions based on the published goals of the organization, Resource Team recommendations and board policies. The president is a link between the organization and the community and oversees the organization in a functional way, guiding and facilitating the working relationships within the organization.

Job Requirements:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

Job Elements:

- Supervising the performance of the executive director
- Assist the executive director in determining the board meeting agenda
- Communication with board, community and executive director
- Chairs board meetings
- Calls special meeting when necessary
- Monitoring the accountability of the organization

Vice President

The vice-president's role is that of support for the president. He/She shares the presidential responsibilities as delegated by the president, working in whatever capacities the president and vice-president deem to be most beneficial to the organization. The capacities should be written as a job description on a year by year basis. Also, the vice-president performs the duties of the president when the president is unable to do so.

Job Requirements:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

Job Elements:

- Determined each year

Reports To:

- The Board president

Secretary

The secretary serves as the primary recordkeeper of the organization. He/She is responsible for transcribing the minutes at each board meeting and preparing an "official" copy for approval by the board of directors.

Job Requirements:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

Major Job Elements:

- Recordkeeping
 - Transcribe minutes at board meetings
 - Prepares an "official" copy of the minutes for the executive director within two weeks after the board meeting.
 - Maintains these documents in a form which is at all times accessible to board members and the executive director, and which is carried to board meetings for use as an historical reference of the organization's discussions and actions.

Other Job Elements:

- Determined each year

Reports To:

- The board president

Treasurer

The treasurer is responsible for fiscally monitoring the program. This includes keeping all financial records up to date. The treasurer is ultimately responsible for seeing that the bills of the organization are paid in a timely manner.

Job Requirements:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

Major Job Elements:

- The timely payment of any organizational debts incurred, including all taxes due
- Preparation of a monthly financial report to the board which should be submitted to the executive director for inclusion with the minutes of the meeting for the month following the reporting period. This should be submitted within two weeks of the following monthly board meeting.
- Maintain all financial books and records in an auditable format, according to standard accounting practices.

Other Job Elements:

- Maintains a complete set of financial records for the organization
- Provide financial information on request

Reports To:

- The Board of Director through the executive board

MAIN STREET COMMITTEE RESPONSIBILITIES

MAIN STREET COMMITTEE RESPONSIBILITIES

General responsibilities of the standing committees of local Main Street programs – typically, the Promotion, Design, Economic Restructuring and **Membership and Development** Committees – include the following:

The Promotion Committee

The Promotion Committee's primary responsibility is to market a unified, quality image of the business district as the center of activities, goods and services to retailers, residents, shoppers, investors and tourists. The responsibilities of this committee are broad and typically include coordinating advertising, reversing negative images of the community, implementing special events, and establishing and maintaining good media relations.

The first job of the Promotion Committee should be to conduct a thorough inventory of all current community and downtown promotional activities by checking with the Chamber of Commerce, local art groups, the merchants' association and all service clubs. After this, the Committee and the Board should make some basic organizational decisions about the role and activities of the Promotion Committee. Most local Main Street programs have found that a combination of assisting existing programs and developing a limited number of new promotional activities is the best way to implement a comprehensive, balanced promotion calendar.

Members of the Promotion Committee might include representatives of the downtown merchants' association, Chamber of Commerce, local art association, school Board, library, civic associations, special interest clubs, YMCA/YWCA, an ad agency or even a bank marketing department. Beware of the conflict of interest local radio stations, TV stations and newspapers may experience by having advertising sales representatives participate in the Promotion Committee.

Specific functions:

- Directs retail promotional activity, traffic-building activity and image improvement activity for the business district or establishes liaisons and develops joint promotional strategies with existing organizations active in one or more of these areas.
- Assumes primary responsibility for defining the marketable image of the downtown and ensuring continuity of that marketable image in all downtown promotional programs.
- Monitors community and consumer perceptions of the downtown and seeks to reverse negative attitudes and build on positive ones.
- Allocates funds for promotional activities in accordance with the Main Street program's overall annual work plan and budget.
- Works toward building new sources of promotional funding for a portion of the program's total annual promotional budget.
- Builds a strong network of volunteers to participate in implementation of promotional programs and establishes good working relationships with community organizations,

charities, school clubs and other groups who might participate in promotional programs.

- ◆ Works with the Economic Restructuring Committee to monitor changes in the community's market and adjusts the promotional plan accordingly, always building on local assets, to increase the downtown's market share.
- ◆ Works with the Design Committee to ensure a consistent, high-quality graphic image in signs, advertisements and other graphic material associated with the Main Street program.
- ◆ Establishes a sound working relationship with local and regional media.
- ◆ Monitors the effectiveness of promotional programs on an ongoing basis.

Design Committee

The Design Committee's purpose is to create an attractive, coordinated and quality image of the community by capitalizing on its unique assets and heritage. Its responsibilities do not lie solely with the improvement of traditional commercial buildings. It should be involved in all aspects of design that have an impact on the overall image of the downtown, including analyzing parking, developing a logo, coordinating window displays and acting as a design resource for property owners. If the local Main Street program is planning to develop a local low-interest loan pool or other financial incentives to stimulate interest in design projects, this Committee will play a critical role in setting up and administering a design review and approval process.

Many Design Committees make the mistake of jumping immediately into establishing design ordinances. However, an ordinance is only one of a variety of measures that the Committee should consider for the protection of the business district's visual quality.

The Committee's members should include people who are qualified -- either by profession or volunteer interest and experience -- to supervise its projects, such as architects, landscapers, interior designers, graphic artists, sign painters, contractors, historic commission representatives, artists and citizens interested in good design. It might also include a downtown property owner and the city's building inspector.

Specific functions:

- Directs design improvement activity with regard to building maintenance and rehabilitation, historic preservation, new construction, public and private signs, graphic material, public improvements, visual merchandising, traffic and parking.
- Works with the Promotion Committee to ensure a consistent, high-quality graphic image in signs, advertisements and other graphic material associated with the Main Street program.
- Establishes a sound relationship with local design and construction professionals, sharing technical information on historic preservation, rehabilitation and maintenance of traditional commercial buildings.

- Promotes awareness of local design and historic preservation issues throughout the community.
- Monitors design changes throughout the community.
- Works with the Economic Restructuring Committee to plan, implement and administer appropriate incentives to encourage design improvement and property development activity.
- Allocates funds for design improvement activities in accordance with the Main Street program's overall annual work plan and budget.
- Monitors local ordinances and other applicable regulations affecting downtown design issues and works toward developing a supportive regulatory environment for downtown revitalization activity.
- Establishes a sound working relationship with the State Historic Preservation Office and other state and regional agencies that provide assistance in areas related to downtown design improvement through historic preservation.
- Conducts and maintains a thorough inventory of downtown properties.

Economic Restructuring Committee

The Economic Restructuring Committee works to develop a market strategy for the community that will result in an improved retail mix, a stronger tax base, increased investor confidence and a strong, stable role for the downtown as a major component of the community's economic health.

The Economic Restructuring Committee's responsibilities are complex and, therefore, getting volunteers for this committee can often be difficult. To overcome this, the Board can identify initial tasks that do not require specialized expertise, such as collecting data on downtown buildings for a retail recruitment program or reviewing and summarizing existing market information.

One of the Committee's first tasks might be to identify public and private sector groups in the community already active in economic development, such as local development companies, development authorities and city planning and development agencies. Set up appointments with all these groups to discuss their activities and to explain the goals of the local Main Street program. Ask for copies of any plans and market studies they have produced or commissioned.

The Economic Restructuring Committee could be composed of City Council members, officers of financial institutions, realtors and Chamber of Commerce Board members or staff, as well as merchants, property owners, attorneys and business teachers.

Specific Functions:

- Works to strengthen existing core area businesses and, eventually, to recruit additional businesses through such programs as the development of business assistance teams,

sponsorship of business seminars, identification of market opportunities and dissemination of relevant information to existing and potential businesses, development of promotional literature describing the downtown business environment, and development of incentive programs to stimulate business growth.

- Monitors changes in the local market on an ongoing basis, assesses the local market share within the community and the region, measures the involvement of various market groups in downtown commercial, monitors sales leakage or surplus, and assesses the downtown's mix of retail, commercial, residential, recreational and civic space.
- Directs activity related to core area commercial and real estate development.
- Works with the Design Committee to plan and implement appropriate incentives to encourage design improvement and property development activity.
- Works with the Promotion Committee to monitor and adjust the downtown promotional plan to increase the local, market share.
- Establishes a sound working relationship with local and regional financial institutions, business assistance organizations and other businesses and agencies that provide assistance in areas related to core area economic development.
- Conducts and maintains a comprehensive inventory of core area businesses.
- Allocates funds for core area economic development activity in accordance with the Main Street program's overall annual budget and work plan.
- Becomes familiar with city, county and regional economic development strategies and coordinates projects when possible, utilizing economic development programs already in place and investigating the creation of new programs when appropriate.
- Promotes the core area as a good place for commercial and real estate development activity.

Membership and Development Committee

Much of the success of the local Main Street program and the viability of the organization will depend on its ability to recruit and develop new leadership, to stay in close touch with its supporters, to meet its supporters needs and to involve and mobilize a large number of volunteers in the program's activities. This is an intense, ongoing effort that requires diligent work all year round by one committee – the Membership and Development Committee – established to meet several needs of the organization:

Specific functions:

- Plans and conducts annual fund raising activities for the Main Street program and ensures that adequate funding is in place at all times.
- Organizes and conducts annual nomination program for Board of Directors. When applicable, organizes and conducts an annual membership drive.

- Helps the Design, Promotion and Economic Restructuring Committees recruit new members.
- Promotes the development of a strong volunteer network within the Main Street program. Encourages leadership development within the Main Street program.
- Works with the Board of Directors to orient new Board and committee members to the Main Street program's goals, activities, policies and procedures.
- To recruit new members to the Main Street Board and committees.
- To recruit new volunteers for the Main Street program and to help them find assignments they will enjoy.
- To raise funds for the ongoing operation of the Main Street program.

Subcommittees:

The tasks of the Membership and Development Committee are so important that many local Main Street programs divide its responsibilities into three standing subcommittees:

- **Nominations Subcommittee:** Effective Board and committee candidates rarely emerge from the recommendations of a nominating committee formed one week before Board elections. Instead, nominating good candidates requires year-round awareness of the local Main Street program's organizational needs and of the contributions of productive volunteers to the organization. The Nominations Subcommittee is responsible for ensuring that the nominations process is handled in a responsible and democratic way. In addition, the Nominations Subcommittee is often responsible for new Board member orientation. Subcommittee members should collect materials, accompany new Board members to their first meeting and call them afterward to see if there are any questions. As corny as it seems, assigning a "buddy" to new Board members helps make them feel at home.

Often, former and current Board members who do not wish to run for office again make good Nominations Subcommittee members. Be sure this Subcommittee is aware of the importance of its responsibility, and give it sufficient lead time to find suitable candidates.

- **The Membership Subcommittee:** Every volunteer organization needs a committee that encourages people to join and finds a place for them where they will be happy and productive.

The task of the Membership Subcommittee is to monitor the skills and talents of existing members, develop a "wanted member" profile and, with the Board, set goals for the number of new members to be recruited each year.

- **Fund Raising Committee:** The Fund Raising Subcommittee's primary responsibilities are to plan and conduct annual fund raising activities for the local Main Street program and to ensure that adequate funding is in place at all times. The Fund Raising Subcommittee requires a high energy, enthusiastic chairperson. This position must be filled by a Board member, not a staff person. It is not productive or efficient to ask a staff person to raise his or her own salary.

The Fund Raising Subcommittee must have a plan to be effective, and the Board should work closely with the Subcommittee to establish fund raising goals and a realistic timetable.

The Role of the Project Manager in Committee Activity

The project manager is responsible for ensuring that the committees run smoothly and inspire maximum volunteer dedication, achievement, responsibility, impact and satisfaction. Frequently, the major role of a volunteer association's staff is to develop the volunteer capacity of the organization.

A staff member's goals and record are often measured by volunteer commitments and results. One way to ensure maximum volunteer participation when developing a committee work plan is to imagine that the organization has no staff, and, therefore, cannot include staff time in the projects. Once the work plan is completed, add staff capacity. This exercise will help the organization draw up a reasonable work plan, one in which staff adds to the capacity of the organization, enabling it to expand and add new projects. In many organizations, volunteers tend to relax after the staff is hired, assuming that the staff will pick up their efforts.

In a successful volunteer organization, everyone works smarter – but harder – after the staff is hired, due to the greater organizational efficiency that the staff can introduce.

In the Main Street program, the project manager's role is to help volunteers do the work of the organization.

It is the project manager's role to build support for the economic health of the downtown over the long term by building a broad organization and community-wide awareness of the issues the core area confronts. One of the most effective ways of achieving this goal is through effective mobilization of committees and task forces.

WELL-ROUNDED COMMITTEE CHECKLIST

Main Street committees are typically made up of five to seven people who meet at least once a month to plan and prepare activities. These activities usually create additional demands for time and volunteers. The committee should consider forming task groups to involve others in the effort for specific projects and activities.

Promotion Committee

Likely candidates are:

- downtown merchants
- chamber of commerce members
- civic groups involved in the arts
- school board members
- marketing/advertising professionals
- staff in advertising or tourism offices
- reporters and editors
- graphic designers and artists
- people who want to be “part of the action”

Design Committee

Likely candidates are:

- architects
- history buffs
- real estate agents
- interior designers and florists
- contractors
- graphic designers and artists
- downtown property owners
- architecture students
- city planners

Economic Restructuring Committee

This committee needs a broad range of people to guide its development. Not only will you want people with a variety of technical and professional skills; but you will also want people with different working styles—some who enjoy working independently, some who are good number crunchers, some who are good at working out the details, and some who can see the big picture. Likely candidates are:

- merchants
- downtown property owners
- Realtors
- mortgage brokers
- consumers
- marketing professionals and teachers
- developers
- stock brokers
- business students
- Small Business Development Center (SBDC) representatives

___ the City's economic development staff

CODE OF REGULATIONS

SAMPLE CODE OF REGULATIONS FOR LOCAL PROGRAM

NOTE: The following sample Code of Regulations is to be used as a reference only. Variances in the structure of the local Main Street program, in the desired tax or tax-exempt status of the program and state and local law may dictate that modifications in the Code of Regulations be made.

CODE OF REGULATIONS of the {community} Main Street Program

A {state} Non-Profit Corporation

ARTICLE 1 Name and Principal Office of Corporation

Section 1. The name of this corporation shall be the {community} Main Street Program (hereinafter referred to as "the Program"). The principal offices shall be determined from time to time by the Board of Directors of the Program.

ARTICLE 2 Purpose

Section 1. The purposes for which this corporation is organized are to stimulate downtown economic development in {community} through organization (encouraging cooperation and building leadership in the business community); promotion (creating a positive image for downtown by promoting the downtown as an exciting place to live, shop and invest); design (improving the appearance of the downtown); and economic restructuring (strengthening and expanding the economic base of the downtown); and to receive, administer, and distribute funds in connection with any activities related to the above purposes; provided, however, that the Program shall only engage in activities that are in the purview of Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law. No part of the net earnings of the Program shall inure to the benefit of any of its members or any other individual; and the Program shall not participate in, or intervene in, any political campaign on behalf of any candidate for public office.

Section 2. It is the intent of the Program to qualify as a non-profit, tax-exempt entity pursuant to Section 501(c)(3) of the Internal Revenue Code of 1954, as now or hereafter amended. In order to effectuate such intent, no part of the net earnings of the Program shall inure to the benefit of any of its members or any other individual; and the Program shall not

participate in, or intervene in, any political campaign on behalf of any candidate for public office.

Section 3. Upon dissolution of the corporation, the residual assets of the corporation shall be distributed to a private, non-profit corporation which is an exempt organization as described in Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law, selection of which corporation may be designated prior to dissolution.

ARTICLE 3 Program Area

Section 1. The Program Area shall be that geographic area indicated on the attached map {Exhibit A}.

ARTICLE 4 Membership

Section 1. The classes of members of the Program shall be determined by the Board:

Section 2. The Board of Directors shall establish annual dues as it deems appropriate. Such establishment of dues shall include method of payment and application procedure.

Section 3. Any business, organization or individual interested in supporting the purposes of the Program may become a member by filing an application in such form as the Board of Directors shall prescribe, and subject to the payment of such dues as the Board of Directors may establish. Each active member shall be entitled to one vote.

Section 4. Any member may resign from membership in the Program upon giving written notice thereof to the Secretary of the Program. Such resignation shall specify the reason thereof and the effective date thereof. Members who resign from membership shall not be entitled to any refund of dues heretofore paid.

Section 5. The Board of Directors may, at its discretion, suspend the voting privilege of any member who has been and remains in default of his or her financial obligations to the Program for a period of six (6) months or longer.

ARTICLE 5 Membership Meetings

Section 1. An annual meeting of the membership shall be held in each calendar year at such time and place as may be determined by the Board of Directors for the purposes of electing officers and directors and transacting such other business as may be properly brought before the meeting.

Section 2. Special meetings for the membership shall be held at any time and place as may be designated in the notice of said meeting, upon call of the President or the Board of Directors either at their own request or upon written petition by at least ten active members.

Section 3. Written notice of every meeting of the membership, stating the place, date and hour of the meeting, shall be given either personally or by mail to each member not less than fifteen nor more than fifty days before the date of the meeting. If mailed, such notice shall be deemed delivered when deposited in the United States mail with postage thereon prepaid, addressed to the members at their addresses as they appear on the Program's record of membership. Attendance of a member at a membership meeting shall constitute a waiver of notice of such meeting, or manner in which it has been called or convened, except when a member attends a meeting solely for the purpose of stating, at the beginning of the meeting, any such objection to the transaction of any business. Other interested parties shall be given such notice of meetings as the Board of Directors shall deem appropriate.

Section 4. Ten percent (10%) of the active members, present in person or represented by proxy, shall constitute a quorum for the transaction of business at all meetings of the membership, except as otherwise provided by statute, by Articles of Incorporation, or by these Code of Regulations. If a quorum is not present or represented at any meeting of the membership, a majority of the members entitled to vote therein, present in person may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present or represented. If the adjournment is for more than 30 days, a notice of the adjourned meeting shall be given to each member.

Section 5. When a quorum is present or represented by proxy at any meeting the vote of a majority of the active members present in person or represented by proxy shall decide any questions brought before such meetings, unless the Articles of Incorporation or these Code of Regulations require a different vote, in which case such express provisions shall govern and control the decision.

Section 6. Roberts Rules of Order Newly Revised shall govern the parliamentary procedures of the Program when not in conflict with these Code of Regulations. The order of business may be altered or suspended at any meeting by a majority vote of the active members present.

ARTICLE 6

Board of Directors

Section 1. The Program shall be governed by a Board of nine (9) Directors elected by the members eligible to vote. The term of office for each Director shall be three (3) years, except that the term of office for the members of the first Board of Directors shall be as follows:

- Three shall be elected for one year;
- Three shall be elected for two years;
- Three shall be elected for three years.

Thereafter, three of the Directors shall be elected at each annual meeting of the members. Nominations to the Board shall be made by the Nominations Committee appointed by the Board and shall be set forth in the notice of the annual meeting. Each Director shall hold

office for the term for which he or she is elected and until his or her successor shall have been elected and qualified. Directors in office may be reelected for one consecutive term, except that the Immediate Past President's term as a member of the Board of Directors shall commence at the normal termination date of his or her term as President and shall continue to the next annual meeting of the membership thereafter.

Section 2. Any vacancy occurring in the Board of Directors (other than a vacancy resulting, from the normal expiration of a term of office) may be filled by the affirmative vote of a majority of the current members of the Board of Directors. A Director elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office. Any Director may resign by submitting written notice of resignation to the Secretary. Any Director may be removed from office at any time with or without cause by the affirmative vote of two-thirds of the Directors in office. Any member of the Board of Directors who is absent from two consecutive regular meetings without just cause for such absence may be removed as a member of the Board of Directors.

Section 3. The Project manager of the Program shall be a non-voting member of the Board of Directors and shall be present at all meetings of the Board of Directors.

Section 4. The Board of Directors of the Program may hold regular and special meetings. Regular meetings shall be held not less than six times each year. Special meetings of the Board may be called by the President, or by the Executive Committee, or by four or more Directors. Written notice of the time, place, and agenda for both regular and special meetings shall be given to each Director either by personal delivery or by mail, phone, or fax at least five (5) days before the meeting.

Section 5. At all meetings of the Board, a majority of the voting members thereof shall constitute a quorum for the transaction of business. If a quorum shall not be present at any meeting of the Board, the Directors present may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 6. Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting, if all members of the Board consent thereto in writing, setting forth the action so taken, and the writing or writings are filed with the minutes of the proceedings. Such consent shall have the same force and effect as a unanimous vote of the Board.

Section 7. All new members of the Board of Directors shall participate in an orientation program familiarizing them with the goals and objectives of the Program and with their responsibilities.

ARTICLE 7

Committees

Section 1. This Program shall have at least five (5) standing committees, which shall be entitled Promotion, Design, Economic Restructuring, Nominations, and Membership Development. The Promotion, Design and Economic Restructuring committees shall consist of not less than

five (5) members each, and shall have as chairperson a member of the Board of Directors of the Program who shall be responsible for directing and coordinating the affairs of the committee. The Nominations and Membership Development committees shall consist of not less than three (3) members each, and shall have as chairperson a member of the Board of Directors of the Program who shall be responsible for directing and coordinating the affairs of the committee. The terms of the committees shall be for one year commencing at the time of the annual membership meeting.

Section 2. The Board of Directors, by resolution adopted by a majority of Directors in office, may designate or appoint one or more committees, in addition to the above-named standing committees, including, without limitation, an Executive Committee, each of which shall consist of one or more Directors, and which shall, to the extent provided in said resolution, have and exercise the authority of the Board of Directors in the management of the Program. Other committees not having and exercising the authority of the Board of Directors in the management of the Program may be designated and appointed by a resolution adopted by a majority of the Directors appointed by a meeting at which a quorum is present. The designation and appointment of any such committees and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed upon them by law.

ARTICLE 8

Officers

Section 1. The officers of the Program shall be elected annually by the membership and shall consist of a President, a Vice-President, a Secretary, a Treasurer, and such other officers and assistant officers as may be deemed necessary.

Section 2. Officers shall be elected at the annual meeting of the membership. The person then serving as President shall automatically become Immediate Past-President upon election of a new President. All officers shall be elected by a majority of the eligible voting members present in person.

Section 3. Except as hereinafter provided, the officers of the Program shall each have such powers and duties as generally pertains to their respective offices, as well as those that from time to time may be conferred by the membership or the Board of Directors.

- President. The President shall preside at all business meetings, but may at his or her discretion or at the suggestion of the Directors arrange for another officer to preside at other meetings. The President, shall perform such duties as are usually incumbent upon that officer and such as may be directed by resolution of the Board of Directors.
- Vice-President. The Vice-President shall have such duties and responsibilities as the President or Board of Directors may from time to time prescribe.
- Secretary. The Secretary shall record and maintain in good order Minutes of all meetings and all records and correspondence of the Program, and shall mail copies of

the Minutes of each membership meeting to all members within 60 days from the conclusion of each meeting. The Secretary shall also have such other duties as may be assigned by the Board of Directors.

- Treasurer. The Treasurer shall maintain in good order all financial records of the Program. The Treasurer shall also have such other duties as may be assigned by the Board of Directors.
- Immediate Past-President. The Immediate Past-President shall serve as an ex-officio member of the Board of Directors and shall act in an advisory capacity to the President and to the Board of Directors.
- Temporary Officers. In case of the absence or disability of any officer of the Program and of any person authorized to act in his or her place during such periods of absence or disability, the President may from time to time delegate the powers and duties of such officer to any other officer or any other member.

ARTICLE 9 Project Manager

Section 1. The project manager of the Program shall manage the daily operations of the Program. The project manager shall be responsible for coordinating the implementation of the Program's policies and projects and such other duties as the Board of Directors may require. The project manager shall receive for his or her services such compensation as may be determined by the Board of Directors.

ARTICLE 10 Board of Advisors

Section 1. The Program shall be advised by a Board of fifteen (15) to twenty-five (25) Advisors elected by the members eligible to vote. The term of office for each Advisor shall be three (3) years, except that the term of office for the members of the first Board of Advisors shall be as follows:

- One-third shall be elected for one year;
- One-third shall be elected for two years;
- One-third shall be elected for three years.

Thereafter, one-third of the Advisors shall be elected at each annual meeting of the members. Nominations to the Board of Advisors shall be made by the Nominations Committee appointed by the Board of Directors and shall be set forth in the notice of the annual meeting. Each Advisor shall hold office for the term for which he or she is elected and until his or her successor shall have been elected and qualified. Advisors in office may be reelected for consecutive terms.

Section 2. Any vacancy occurring in the Board of Advisors (other than a vacancy resulting from the normal expiration of a term of office) may be filled by the affirmative vote of a majority of the current members of the Board of Directors. An Advisor elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office. Any Advisor may resign by submitting written notice of resignation to the Secretary of the Program. Any Advisor may be removed from office at any time with or without cause by the affirmative vote of two-thirds of the Advisors in office.

Section 3. At its first meeting following the annual meeting, the Board of Advisors shall elect a Chairperson who shall preside at all meetings of the Board of Advisors and who shall have such other powers and duties as may be conferred by the membership or the Board of Directors. The Chairperson may at his or her Discretion or at the suggestion of the Advisors and who shall have such other powers and duties as may be conferred by the membership or the Board of Directors. The Chairperson may at his or her discretion or at the suggestion of the Advisors arrange for another Advisor to preside at certain meetings.

Section 4. Members of the Board of Directors and the project manager of the Program shall be entitled to attend all meetings of the Board of Advisors.

Section 5. The Board of Advisors of the Program may hold special meetings. Special meetings of the Board of Advisors may be called by the Chairperson of the Board of Advisors, by the President of the Program, or by five or more Advisors. Written notice of the time, place, and agenda for both regular and special meetings shall be given to each Advisor either by personal delivery or by mail, phone, or fax at least five (5) days before the meeting.

Section 6. At all meetings of the Board of Advisors, one-third of the voting members thereof shall constitute a quorum for the transaction of business. If a quorum shall not be present at any meeting of the Board, the Advisors present may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 7. The Board of Advisors shall assist the Board of Directors in the development of an annual work plan for the Program, providing advice to the Board of Directors and the project manager, and shall provide ongoing advice and counsel throughout the year to the Board of Directors and the project manager as requested by the Board of Directors and the project manager.

Section 8. All new members of the Board of Advisors shall participate in an orientation program familiarizing them with the goals and objectives of the Program and with their responsibilities.

ARTICLE 11

Finances

Section 1. Except as the Board of Directors may generally or in particular cases authorize the execution thereof in some other matter, all checks, drafts, and other instruments for the payment of money and all instruments of transfer of securities shall be signed in the name and on behalf of the Program by the project manager and/or Treasurer.

Section 2. All funds of the Program shall be deposited from time to time to the credit of the Program in such banks, trust companies or other depositories as the Board of Directors may select.

Section 3. The Board of Directors may accept on behalf of the Program any contributions, gift, bequest, or device for the general purposes or for any special purpose of the Program.

Section 4. Within 30 days of the election of the Board of Directors each year, the Board shall approve a Program budget for the fiscal year. The approved budget may be reviewed and revised periodically as deemed necessary by the Board.

ARTICLE 12 General Provisions

Section 1. The fiscal year of the Program shall begin on the January 1st and end on December 31st of each year.

Section 2. The corporate seal shall have inscribed thereon the name of the Program and the words "Corporate Seal" and "{state}." The seal may be used by causing it or a facsimile thereof to be impressed or affixed or reproduced or otherwise shown. In the event it is inconvenient to use such a seal at any time, the signature of the Program followed by the word "Seal" enclosed in parenthesis shall be deemed the seal of the Program.

Section 3. Not later than three months after the close of each fiscal year, the Program shall prepare:

- A balance sheet showing in reasonable detail the financial condition of the Program at the close of the fiscal year;
- A statement of the source and application of funds showing the results of the operation of the Program during the fiscal year.

ARTICLE 13 Amendments

Section 1. The Board of Directors shall have the power to alter, amend or repeal the Code of Regulations or adopt new Code of Regulations by a two-thirds vote of the Directors present at any duly called meeting of the Board, provided that no such action shall be taken if it would in any way adversely affect the Program's qualifications under Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law.

ARTICLES OF INCORPORATION

INCORPORATING YOUR NONPROFIT ORGANIZATION IN OHIO

Guidelines and Procedures

1. Select a name for your corporation.

- The name you choose for your corporation must be available for registration. (See the Ohio Revised Code Section 1702.05)
- To be considered available for registration, your proposed name must be “distinguished upon the records” of the Secretary of the State from previously filed corporation names and previous filed trade names. A name is not considered distinguishable from another name if it only differs from another name in one or more of the following manners:
 - The use of the word “corporation,” “company,” “incorporation,” “limited,” or any abbreviation of any one of these words;
 - The use of any article, conjunction, contraction, abbreviation, or punctuation;
 - The use of a different tense or number of the same word;
 - Phonetic spellings (i.e. Quick v. Kwik);
 - Use of prepositions (i.e. Galaxy of Homes v. Galaxy Homes);
 - Use of the same letter or initial (i.e. A Cable v. AA Cable);
 - Use of possessives (i.e. Doyle Motors v. Doyle’s Motors);
 - Use of number whether arabic or roman numeral (i.e. JJB Holdings, Inc. v. JJB II Holdings Corporation);
 - Reverse of words (i.e. Kwik Copy v. Copy Kwik).

(Please note that this list is not all-inclusive)

- AVAILABILITY OF A NAME MAY BE CHECKED BY CALLING 614-466-0590, OR TO ASSURE THAT YOUR PROPOSED TITLE WILL BE AVAILABLE FOR REGISTRATION, YOU MAY, PRIOR TO INCORPORATING, FILE A NAME RESERVATION FORM WITH OUR OFFICE.
- PLEASE NOTE THAT INCORPORATION UNDER A PARTICULAR NAME NOT IS AUTHORIZATION FOR THE SECRETARY OF STATE TO USE A PARTICULAR NAME; INCORPORATION UNDER A PARTICULAR NAME MEANS THAT THE NAME IS AVAILABLE FOR REGISTRATION PURSUANT TO THE NAME AVAILABILITY STANDARD LISTED ABOVE.

2. The articles of incorporation must indicate the city, village or township and county in which the corporation is to be located. (See the Ohio Revised Code Section 1702.014)

- 3. The articles must be set forth the specific purpose(s) for which the corporation is formed. (See the Ohio Revised Code Section 1701.04) A general purpose clause is sufficient for a nonprofit corporation.**
 - If your corporation is applying for tax exempt status with the Internal Revenue Service, the language required by the IRS for exempt status should be included in your purpose clause.
 - Please note that the standard language required by the IRS for tax exempt status will not by itself be sufficient for a purpose clause for the articles of incorporation.
 - Tax exempt status is not obtained by filing nonprofit articles of incorporation with the Secretary of State's office. To obtain tax exempt status, you must apply for such status with the IRS. If your nonprofit corporation is applying for status exempt status, you may wish to obtain Publication Number 557 from the IRS, entitled "Tax Exempt Status for Your Organization." The Secretary of State's office does not or provide any IRS publications.
- 4. The articles must list the names and addresses of at least three (3) natural persons who are to be initial trustees for the corporation. (See Ohio Revised Code Section 1702.04)**
- 5. The articles must be accompanied by an Original Appointment of Agent. (See the Ohio Revised Code Section 1702.04)**
- 6. The address listed for the statutory agent must contain a street number. Post office box addresses and "building addresses" (i.e. 100 Big Tower) are not acceptable. (See the Ohio Revised Code Section 1702.7)**
- 7. The named statutory agent must acknowledge and accept the appointment of agent. (See the Ohio Revised Code Section 1702.07(B), as amended effective October 9, 1992)**
- 8. The filing fee for nonprofit articles of incorporation is \$25.00**
- 9. All of the incorporators must sign the articles of incorporation, and a majority of the same incorporators must sign the original appointment of statutory agent. (See the Ohio Revised Code Sections 1702.04 and 1702.07)**

SAMPLE PURPOSE STATEMENTS

Sample 1:

The corporation is organized to operate exclusively for charitable and educational purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code, and more specifically:

- to promote the historic preservation, protection and use of {community}'s downtown area, including the areas' commercial, civic and religious enterprises and residences;
- to take remedial actions to anticipate, protect against and eliminate physical, economic and social deterioration of {community}'s traditional downtown area and thereby promote historic preservation, and contribute to its community betterment while lessening the burdens upon government;
- to disseminate information of and promote interest in the preservation, history, culture, architecture and diverse public use of {community}'s traditional public areas
- to hold meetings, seminars and other activities for the instruction of its members and of the public at large in such activities as the rehabilitation and design of residential and commercial buildings and other structures, the economic restructuring, planning, management and preservation of {community}'s traditional downtown environment, and to enhance the understanding and appreciation of its history, culture and architecture;
- to aid, work with and participate in the activities of the organizations, individuals and public and private entities located within and outside {community} that are engaged in similar purposes;
- to solicit and receive and administer funds from the general public and from public and government sources for educational purposes and for the several purposes of the corporation and to that end, to take and hold by bequest, devise, gift, lease, grant, purchase, or otherwise, either absolutely or jointly with another person or corporation, any property, real, personal, tangible or intangible, or any undivided interest therein, without limitation as to amount of value; to sell convey or otherwise dispose of any such property and to invest, reinvest or deal with the principal or the income thereof in such manner as, in the judgment of the corporation's directors, will best promote the purposes of the corporation without limitation, except such limitation, if any as may be contained in the instrument under which such property is received, the by laws of the corporation, or ant laws applicable thereto.
- to subsidize, promote, support and coordinate community-oriented educational and cultural activities that are open to the general public and which feature exhibitions of local, regional and nationally-recognized artisans, crafts persons and artists, including without limitation those who perform dramatic and musical arts in a public forum without a separate fee for admission.
- to achieve these purposes through a partnership whose participants represent the various interests and institutions of the community at large (for instance, the

governments, churches, merchants, preservationists, schools, residents, professionals and historical and civic organizations of the community), who by consensus will develop strategies and programs to preserve the architectural significance, pedestrian orientation and regional importance of {community}

Sample 2:

- to serve a network of businesses, organizations, property owners and individuals advocating rejuvenation and revitalization of {community}'s traditional business districts and the historic resources in conjunction with, and not at the expense of other portions of the City for the good of {community} and its citizens;
- to promote the {community} and its environment as tourist destination and location for business growth and relocation;
- to fulfill objectives of the National Main Street Program, to-wit: Organization, Promotion, Design and Market Research;
- to serve as an advocate for cooperation and coordination among the various interests represented in its membership to accomplish these goals;
- to improve business conditions and environment within the {community} for all merchants, trades and professional service groups, particularly as related to the downtown area and they are immediately contiguous thereto;
- to do all things necessary and proper or otherwise permitted by law to implement these aforementioned purposes.
- Said corporation is organized exclusively for charitable and educational purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law);
- No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article Three hereof. No substantial part of the activities of the corporation shall be the carrying on of the propaganda, or otherwise attempting to influence legislation in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public affairs. Notwithstanding any other provision of these articles, the corporation shall not carry any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law.
- Upon the dissolution of the corporation, the Board of Trustees shall, after paying or making the provision for the payment of all of the liabilities of the corporation, dispose of all the assets of the corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, religious, educational

or scientific purposes as shall at the time qualify as an exempt organization or organizations under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Trustees shall determine. Any such assets not so disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

- Subject to the above restrictions, the corporation may do any act or carry on any activity, business or purpose which is authorized under Chapter 1702 of the Revised Code of the State of Ohio.

NON-PROFIT, TAX-EXEMPT, ORGANIZATIONAL CATEGORIES

	501(c)(3)	501(c)(4)	501(c)(6)
Purpose	Charitable or educational	Non-profit civic leagues and organizations promoting social welfare	Promotion of some common business interests
Comments	Must be both organized AND created exclusively for one or more of the purposes specified	Can serve recreational purposes as well. Can serve a wider class of beneficiaries than (c)(3) and (c)(6) organizations.	Must be devoted to improvement of business conditions of one or more lines of business, rather than performance of particular services for individual persons. Primarily membership organizations.
Political Activity Allowed?	May not direct a substantial part of its activities to attempting to influence legislation. No political contributions may be made.	May be involved in lobbying activities but cannot support candidacy of an individual candidate for public office.	Unlimited lobbying efforts, as long as activities are directed to promoting business interests of the organizations.
Exempt from Federal Tax?	Yes	Yes	Yes
Charitable Deductions Available to Doners?	Yes	No	No
Eligible for Foundation and Federal Grants?	Yes	Usually not	Usually not
Property Taxes Exemption?	Yes	Usually not	Usually not
Business Deductions Available to Doners?	Only as charitable deductions	No	Only portion of membership dues attributable to permissible lobbying activities which have a direct interest to the member are deductible.

PARLIAMENTARY PROCEDURE

<u>The Action</u>	<u>What You Say</u>	<u>Second Needed</u>	<u>Vote Needed</u>	<u>Comments</u>
Introducing	"I move that..."	Yes	Majority	Can be debated & amended.
Information Request	"Point of Information"	No	None	Cannot be debated.
Adjourn meeting	"I move that we adjourn"	Yes	Majority	Cannot be debated or amended.
End debate	"I move the previous question"	Yes	2/3	Cannot be debated or amended.
Postpone	"I move to postpone discussion until..."	Yes	Majority	Can be discussion debated or amended.
Make a motion	"I move that..."	Yes	Majority	Can be debated or amended.
Amend a motion	"I move to amend the motion by..."	Yes	Majority	Can be debated or amended.
Reintroduce a tabled issue	"I move to take from the table..."	Yes	Majority	Cannot be debated or amended.
Temporarily suspend rules	"I move to suspend the rules so that..."	Yes	2/3	Cannot be debated or amended.
Call for a break	"I move that we recess for..."	Yes	Majority	Can be debated or amended.
Send an item to Committee	"I move to refer the matter to committee"	Yes	Majority	Can be debated or amended.
Verify a voice vote	"I call for a division"	No	None	Cannot be debated or amended. Voters stand or raise hands for vote count.

HIRING A MANAGER

HIRING A MAIN STREET PROJECT MANAGER

The following information contains general guidelines for hiring a Main Street project manager and includes an outline of the selection process, sample interview and reference check questions, a job description and a help-wanted advertisement.

The most important skill a project manager brings to a local Main Street program is the ability to get along well with people. No matter how skilled a designer, promoter, developer or organizer the candidate is, he or she will not be successful without being able to develop a good rapport with community members.

The Selection Process:

1. Decide Who Will Hire the Project Manager, and How

Those involved in organizing the Main Street program should who will serve on the project manager selection committee. The salary should be set a contract determined. The contract should state the rate and method of pay, the work to be performed, benefits offered, the performance review system, vacation and sick leave policy. The contract should also specify the officer or organization to whom the project manager is expected to report.

2. Develop a Job Description and a Help Wanted Advertisement

The local Main Street program will probably have greater needs in some areas than in others and the project manager's skills should reflect the strengths appropriate for the community. For instance, if the community has a planning or economic development office already compiling financial packages for developers, it may not be important to find a project manager with skills in real estate development. Instead, a manager with skills in marketing, organization or design may be more appropriate. Assess the community's strengths and look for a manager whose abilities will match its gaps in skills and resources.

See the sample job description and help-wanted advertisement included below.

3. Advertise

The local Main Street program should advertise locally. The local program should also advertise in statewide newspapers, state planning and preservation newsletters and in the career planning and placement offices of colleges with graduate programs in planning, administration, marketing, preservation or business. The Internet also provides avenues to advertise the program managers position. The state Main Street office is willing to assist in the advertising process.

4. Designate a Selection Committee

The Selection Committee should include representatives of the groups involved in the local Main Street program -- local government, merchants, property owners and others involved in the local Main Street program. If the community has already established its Main Street

Advisory Board, a task force of this Board may be appropriate. Limit the Selection Committee to a manageable number -- no more than five or seven -- and consider appointing an odd number of Committee members to prevent against evenly split votes.

5. Screen Resumes

Eliminate unqualified resumes first -- those which do not fit criteria for education and/or experience.

Look for attractive, well-planned resumes. Is the cover letter articulate and without grammar and spelling errors? The project manager must be an effective communicator.

Select three to eight candidates to interview. The candidates chosen should be those that a majority of the committee feels are most qualified. Once again, the state Main Street office can be called upon if desired.

Sample Reference Check Questions:

- How long have you known the candidate, and how has your association with him/her enabled you to evaluate his/her skills and abilities?
- Has the candidate had a good working relationship with co-workers and supervisors?
- Can you give examples of how the candidate has demonstrated efficiency and persistence in accomplishing assignments or projects?
- Can you give examples of how the candidate has been innovative in his or her approach to resolving problems?
- Does the candidate prioritize projects well?
- We are seeking a downtown project manager with the following skills and talents:
 - The ability to get along well with a wide variety of people
 - Research and organizational skills
 - Ability to work with minimal supervision
 - Self motivation
 - Good sense of humor
- Do you think the candidate has strengths in these areas? Why?
- What are the candidate's greatest strengths and weaknesses?

6. Local vs. Out of Town Applicants

All other things being equal, it is usually preferable that the project manager come from outside the community so that the program can get a fresh start with a fresh viewpoint. What is most important, however, is that the Committee makes every effort to find the best person for the position.

7. Set Interview Dates and Invite Candidates

Try to interview all applicants on the same day or on consecutive days so that differences between candidates will be clearer.

Notify the state Main Street office of your interview schedule so that travel can be coordinated (if necessary).

Applicants who live a long distance from the community should receive preliminary telephone interviews before being invited to the area. If, after this initial screening, the committee decides to invite the candidate for an interview, committee members should decide whether it can offer to reimburse the candidate for travel expenses for the interview.

Ask all applicants to bring along a writing sample - the project manager will need to write everything from press releases to annual reports, so be sure to get a project manager who can communicate well both verbally and in writing.

Agree on a set time limit for each interview -- thirty to forty-five minutes at the most -- and stick to it. Leave fifteen minutes between each interview to discuss each candidate's strengths and weaknesses.

8. Conduct the Interviews

Designate a spokesperson to begin each interview by briefly describing the program and the job. Remember, though, that the applicant should do more talking than the Committee.

Each member of the committee should ask questions of each candidate.

Be sure to ask similar questions of each applicant in order to make evaluation easier. See the list of sample interview questions below.

Be sure to tell each candidate the date by when a decision will be made.

Sample Interview Questions:

- A. Why do you want to be a Main Street project manager, and what special qualities do you feel you would bring to the position?
- B. What special work experience(s), either professional or voluntary, have you had which relates to this position?
- C. How would you go about organizing or strengthening a downtown business association?
- D. What is the most innovative project in which you have been involved?
- E. How would you convince skeptical merchants, property owners or city officials to participate in the Main Street program?
- F. What would be the characteristics of the relationship you would like to help forge between downtown business people, downtown property owners, the city government, the Chamber of Commerce and other community groups?
- G. Do you feel comfortable and competent speaking publicly and working in a position with high community visibility?
- H. Before hearing about this position, were you aware of the National Trust Main Street Center and the Main Street approach to downtown revitalization? Are you familiar with historic preservation issues?

- I. The project manager must deal with a large number of people, from government officials to media representatives to merchants. Can you give examples from your experiences that demonstrate your ability to work productively with others?
- J. The success of a local Main Street program depends to a large extent on diligent efforts made over at least a three year period of time. Do you feel you can commit several years to this position?
- K. Why are you interested in revitalization?
- L. This position will require occasional travel to other communities and other states, in addition to evening and weekend work. Do you have any problems with these demands?
- M. What are the most important issues you believe traditional commercial districts face today?
- N. Do you work best in an independent or in a group situation?
- O. How do you prioritize projects for yourself? How many projects do you feel comfortable working with at any given time?
- P. Of the four points of the Main Street approach design, organization, promotion and economic restructuring, with which do you feel most and least comfortable and competent?
- Q. If selected, how soon could you begin work?

Observations for Selection Committee Members:

- Does the applicant listen and respond well to the questions asked?
- Does the applicant make direct eye contact when responding?
- Does the applicant ask clarifying questions when appropriate?
- Does the applicant convey a sense of pride and accomplishment when speaking of past jobs and experiences?
- Has the applicant prepared for the interview by doing research on the community? Does the applicant appear to be outgoing, pleasant and easy to speak with?
- Does the applicant display a clear understanding of the ideas and issues involved in downtown economic development and provide examples of their application in past professional, volunteer or academic experiences?
- Do you think you can work with this individual? Do you think this individual will be accepted easily by your community?

Select a Candidate

At the conclusion of the interviews, rank the candidates. Choose a first and second choice so that the Selection Committee does not have to re-interview candidates if the first choice does not accept the position.

The Selection Committee chairperson should call the selected candidate with the job offer.

Immediately after a candidate is chosen (and after the candidate accepts the position), send out short letters thanking the other applicants for their interest in the Main Street program.

SAMPLE HELP WANTED ADVERTISEMENT FOR MAIN STREET PROJECT MANAGER

MAIN STREET PROJECT MANAGER

{Name of community or organization} is accepting applications for the position of Main Street project manager. The project manager will be responsible for coordinating revitalization activities through the Main Street program. Applicants should have education and/or professional experience in one or more of the following areas: historic preservation, planning, economic development, retailing, marketing, design, volunteer management, nonprofit management and small business development. The project manager must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent environment. Excellent verbal and written communication skills are essential. The salary range is {specify range}, depending on experience. Submit resume, letter of interest, and three references by {date} to {name and address of Selection Committee contact person}.

MAIN STREET PROJECT MANAGER

JOB DESCRIPTION

1. Work Objectives

The Main Street project manager coordinates activity within a downtown revitalization program that utilizes historic preservation as an integral foundation for core area economic development.

He/she is responsible for the development, conduct, execution and documentation of the Main Street program. The project manager is the principal on-site staff person responsible for coordinating all project activities locally as well as for representing the community regionally and nationally as appropriate. In addition, the project manager should help guide the organization as it grows and as its objectives evolve.

2. Full Range of Duties to be Performed

- a. Coordinate activity of Main Street program committees, ensuring that communication between committees is well established; assist committees with implementation of work plan items.
- b. Manage all administrative aspects of the Main Street program, including purchasing, record keeping, budget development and accounting, preparing all reports required by the state Main Street program and by the National Trust Main Street Center, assisting with the preparation of reports to funding agencies and supervising part-time employees or consultants.
- c. Develop, in conjunction with the Main Street program's Board of Directors, strategies for downtown economic development through historic preservation utilizing the community's human and economic resources. Become familiar with all persons and groups directly or indirectly involved in the downtown commercial district. Mindful of the roles of various downtown interest groups, assist the Main Street program's Board of Directors and committees in developing an annual action plan for implementing a downtown revitalization program focused on four areas: design/ historic preservation, promotion, organization/management and economic restructuring/development.
- d. Develop and conduct ongoing public awareness and education programs designed to enhance appreciation of the downtown's architecture and other assets and to foster an understanding of the Main Street program's goals and objectives. Through speaking, engagements, media interviews and appearances, keep the program highly visible in the community.
- e. Assist individual tenants or property owners with physical improvement projects through personal consultation or by obtaining and supervising professional design consultants; assist in locating appropriate contractors and materials; when possible, participate in construction supervision; provide advice and guidance on necessary financial mechanisms for physical improvements.

- f. Assess the management capacity of major downtown organizations and encourage improvements in the downtown community's ability to undertake joint activities such as promotional events, advertising, uniform store hours, special events, business recruitment, parking management and so on. Provide advice and information on successful downtown management. Encourage a cooperative climate between downtown interests and local public officials.
- g. Advise downtown merchants' organizations and/or Chamber of Commerce retail committees on Main Street program activities and goals and assist in the coordination of joint promotional events, such as seasonal festivals or cooperative retail promotional events, in order to improve the quality and success of events to attract people downtown; work closely with local media to ensure maximum event coverage; encourage design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
- h. Help build strong and productive working relationships with appropriate public agencies at the local and state levels.
- i. Utilizing the Main Street program format, develop and maintain data systems to track the process and progress of the local Main Street program. These systems should include economic monitoring, individual building files, thorough photographic documentation of all physical changes and information on job creation and business retention.
- j. Represent the community at the local, state and national levels to important constituencies. Speak effectively on the program's directions and findings, at ways mindful of the need to improve state and national economic development policies as they relate to smaller communities.

3. Resource Management Responsibilities

The project manager supervises any necessary temporary or permanent employees, as well as professional consultants. He/she participates in personnel and project evaluations. The project manager maintains local Main Street program records and reports, establishes technical resource files and libraries and prepares regular reports for the state Main Street program and the National Trust Main Street Center. The project manager monitors the annual project budget and maintains Financial records in cooperation with the organization's Treasurer.

4. Job Knowledge and Skills Required

The project manager should have education and/or experience in one or more of the following areas: architecture, historic preservation, economics, finance, public relations, design, journalism, planning, business administration, public administration, retailing-, volunteer or nonprofit administration and/or small business development. The project manager must be sensitive to design and preservation issues. The manager must understand the issues confronting downtown business people, property owners, public agencies and community organizations. The manager must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in a very

independent situation. Excellent verbal and written communication skills are essential. Supervisory skills are desirable.

The foregoing is an accurate and complete description of this position as jointly agreed upon by the undersigned.

Representative of Main Street organization

Employee

Date

PROJECT MANAGER ORIENTATION CHECKLIST

PROJECT MANAGER ORIENTATION CHECKLIST

Before the project manager begins work, the Main Street program's Board of Directors should have taken care of the following:

1. Secured and furnished the project manager's office -- a side street, storefront or upper floor space is best. Furniture (desk, files, work table, chairs), a good stock of office supplies, a computer, a telephone, an answering machine should be installed, and there should be access to the Internet and email accounts. It is best if the project manager has privacy -- not ACCESS to privacy, but his or her own office.
2. Set up and confirm access to photocopying and secretarial services, if applicable. The Board should decide in which stores to establish charge accounts (for instance, office supply stores and printing shops) and should have the desired accounts established.
3. The Main Street program's checking account and procedures for writing checks should be established. Most communities allow the project manager to write checks under an established limit: the co-signature of a Main Street Board member (preferably the president or treasurer) is usually required for larger checks.
4. Salary payment procedures and fringe benefits should be set up.
5. All old and current documents relating to the community, downtown plans, market studies, architectural studies or inventories, Chamber of Commerce brochures and histories of the community should be gathered for the project manager.
6. Basic information on the local Main Street program, including a copy of the community's application for the Main Street program, should be compiled and given to the project manager.
8. Establish Committee Chairpersons

After the project manager arrives, the Board should:

1. Review the budget and project accounting procedures and responsibilities.
2. Give the project manager thorough tours of the community.
3. Set up individual interviews for the project manager with all Board members and other key people in the community.
4. Check with the project manager to make sure all office needs are met.
5. Hold a reception for the project manager.
6. Publicize the project manager's arrival. Send out press releases with a picture of the new project manager to all local media. If you hold a press conference, emphasize that the project manager is not an expert on downtown revitalization yet -- he or she will be going to training programs soon.

7. Set up a regular coffee meetings with one or two relevant people for the first few months the project manager is on Board.
9. Give the project manager time to review existing materials about the downtown and the community; the project manager shouldn't begin new projects until after the training program is completed.

APPENDIX

CRITERIA FOR NATIONAL DESIGNATION AS A MAIN STREET PROGRAM

1. Broad-based community support for the commercial district revitalization process with strong support from both the public and private sectors
2. Vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
3. Comprehensive Main Street work plan
4. Historic preservation ethic
5. Active board of directors and committees
6. Adequate operating budget
7. Paid professional staff
8. Program of on-going training for staff and volunteers
9. Reporting of key statistics to State Main Street Program
10. Current member of the National Main Street Network

If you are not able to meet all of these criteria, you can say you are using the National Main Street Approach to downtown revitalization. However, only communities evaluated by state programs which meet the criteria above may use the title of Main Street community.

WARNING SIGNS: WHY MAIN STREET PROGRAMS GO INACTIVE

1. Four points and eight principles of Main Street disregarded
2. Lack of leadership rotation every three years
3. Wrong volunteers as leaders
4. Lack of strong leadership from the board of directors
5. Organization run by committees instead of the board of directors
6. Duplication of roles and activities of other local organizations—community perceives that efforts overlap
7. Lack of long-term planning for downtown
8. Poor relationship with other economic development entities
9. Unrealistic expectations of Main Street Program-“Not a big fix or a quick fix”
10. Tackling large projects early in the program’s existence
11. Board unwillingness to raise funds
12. Staff-driven program
13. Frequent staff changes
14. Changes in the political climate
15. Poor handling of crises

SAMPLE FORMAT FOR BOARD MEETING AGENDA

AGENDA

Meeting Location: _____

Meeting Date: _____

Attendance

Chair: Jane Doe ____

Members: Jim Smith____ Ellen Brown____ Larry White____

Harry Jones____ Susan Small____ Helen Black____

Staff: Clark Kent, project manager____

Information

1. Review May Day Festival Evaluation: Ms. Brown
2. Plan City Council presentation on June 22: Ms. Small
3. Receive recommendations from Parking Plans Task Force: Mr. White

Action

1. Appoint Christmas Committee
2. Appoint Design Committee Chair
3. Identify Fall Quarter Public Improvement Project

MAIN STREET PROGRAM

BOARD OF DIRECTORS NOMINATION FORM

TO THE NOMINATING COMMITTEE:

I hereby propose that _____,
who has my full and unqualified endorsement, be nominated to the Main Street Board of Directors.

Signature of Nominator

Date

Preliminary information:

Type or print nominee's name _____

Residence _____ Phone _____

Business _____ Phone _____

Nature of business _____

Nominee's Membership in community and other organizations:

<u>Organization</u>	<u>Dates</u>	<u>Activities</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Brief biography:

Specific qualifications for Main Street Board of Directors:

SAMPLE ANNUAL MAIN STREET OPERATING BUDGET ITEMS

Estimated Revenues

Item

REVENUES:

Membership Fees	_____	
City Contributions	_____	
Donations	_____	
Program Revenues	_____	
Grants	_____	
Special Improvement District	_____	
Other Income	_____	
Interest Income	_____	
TOTAL ALL REVENUES:	_____	\$ =====

Estimated Expenses

PAYROLL EXPENSES:

Payroll		
Executive Director	_____	
Administrative Assistant	_____	
Interns / Secretarial	_____	
<i>Subtotal Payroll</i>	_____	
Payroll Taxes / Fringe Benefits	_____	
Health/Life Insurance	_____	
<i>Subtotal Tax/Fringe</i>	_____	
Total All Payroll/Fringe	_____	\$ =====

OPERATING EXPENSES:

Rent	_____	
Utilities	_____	
Telephone	_____	
Office Insurance	_____	
Travel	_____	
Conference(s) Registration(s)	_____	
Publications / Newsletter	_____	
Office Equipment / Furniture	_____	
Maintenance Contracts	_____	
Postage and Delivery	_____	
Office Supplies	_____	
Professional Development	_____	
Training Materials	_____	
General Printing	_____	
Promotion & Advertising	_____	
Depreciation	_____	
Dues	_____	
Other Miscellaneous	_____	
Subtotal Operating Expenses:	_____	

TOTAL ALL EXPENSES:

\$

“WELCOME” PACKET CHECKLIST FOR NEW BUSINESSES/MEMBERS

- ___ Cover letter from the board president welcoming them to the downtown
- ___ Stat sheet about organization, its purpose and goals (this sheet may also include information on how the program is funded, a copy of the budget, how they can get involved, etc.)
- ___ List of current board members
- ___ Membership brochure
- ___ Downtown business directory
- ___ Latest newsletter
- ___ Annual report or list of accomplishments
- ___ Promotions calendar
- ___ New business info./ news release form. These are “fill in the blank” forms that are used by the local newspaper to do a brief story about the new business. If your paper doesn’t have one of these forms already in existence, you may wish to work with them to create one.
- ___ Other important information businesses may need to know about—special ordinances, classes for new businesses, morning merchant meetings, etc.