

# MAIN STREET NEW JERSEY PROGRAM GUIDE & HANDBOOK



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Office of Main Street New Jersey  
& Improvement District Programs



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# Overview & Background

## THE MAIN STREET APPROACH®

The Main Street Four-Point Approach® is a unique place-based economic development tool that enables communities to revitalize downtown and neighborhood business districts by leveraging local assets - from historic, cultural, and architectural resources to local enterprises and community pride. It is a comprehensive strategy that addresses the variety of issues and problems that challenge traditional commercial districts. Since its founding in 1980, Main Street has been the leader of a coast-to-coast network now encompassing more than 2,000 programs and leaders who use the Main Street Approach® to rebuild the places and enterprises that create sustainable, vibrant communities. This approach has been implemented in over 1,300 cities and towns in 43 states, 4 regions, and 5 large cities across the nation with the help of the National Main Street Center and statewide downtown revitalization programs. The success of the Main Street Approach® is based on its comprehensive nature.

By carefully integrating four points into a practical downtown management strategy, a local Main Street program will produce fundamental changes in a community's economic base. In New Jersey, we refer to the approach with the goal of enhancing the "value" of each element of the Main Street District and its community: Place Value, Economic Value, Social Value, and Civic Value.

- *Organization* (Civic Value) involves building a Main Street framework that is well represented by business and property owners, bankers, citizens, historic preservationists, entrepreneurs, public officials, chambers of commerce, and other local economic development organizations. Everyone must work together to renew downtown. A strong organization provides the structure and stability to build and maintain a long-term effort.
- *Promotion* (Social Value) creates excitement and vibrancy downtown. Street festivals, parades, retail events, and image development campaigns are some of the ways Main Street provides education on what's downtown and encourages customer traffic. Promotion involves marketing an enticing image to shoppers, investors, and visitors.
- *Design* (Place Value) enhances the look and feel of the commercial district. Historic building rehabilitation, street and alley clean-up, landscaping, street furniture, signage, visual merchandising and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in, and live. Design improvements result in a reinvestment of public and private dollars to downtown.
- *Economic Vitality* (Economic Value) involves analyzing current market forces to develop long-term solutions. Recruiting new businesses, creatively converting unused space for new uses, and sharpening the competitiveness of Main Street's traditional merchants are examples of Economic Vitality activities.

## THE EIGHT GUIDING PRINCIPLES

1. Comprehensive. A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives is vital to build community support and create lasting progress.
2. Incremental. Small projects make a big difference. They demonstrate that “things are happening” on Main Street and hone the skills and confidence the program will need to tackle more complex projects.
3. Self-Help. The state can provide valuable direction and technical assistance, but only local leadership can breed long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
4. Public/Private Partnership. Every local Main Street program needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and weaknesses of the other.
5. Identifying and Capitalizing on Existing Assets. Unique offerings and local assets provide the solid foundation for a successful Main Street initiative.
6. Quality. From storefront design to promotional campaigns to special events, quality must be instilled in the organization.
7. Change. Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
8. Action-Oriented. Frequent visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic, improvements early in the process will remind the community that the revitalization effort is underway.



1 - Outdoor Dining in Westfield, NJ



2 - Downtown Hammonton, NJ

## ECONOMIC DEVELOPMENT PHILOSOPHY

In this way, a Main Street program can operate as a nonprofit commercial developer. Private, for-profit commercial developers often structure their operations around four development tasks: property development/management, marketing, leasing, and human/financial resource management. Here again, while each Point within the Four-Point Approach® ideally assists with all four development tasks, each Point takes the lead on one of the four tasks.

- Design takes the lead on property development and management;
- Promotion takes the lead on marketing;
- Economic Vitality takes the lead on leasing; and
- Organization takes the lead on human and financial resource management.

A Main Street program is a grassroots, volunteer-driven nonprofit business. Its volunteers are mobilized through teams or teams that reflect the Main Street Four-Point Approach®.

For successful asset-based economic development, each team must embrace its development role.

- The design team must take the lead on developing space by leveraging built history and other related local assets;
- The promotion team must take the lead on developing markets by leveraging cultural history and other related local assets;
- The Economic Vitality team must take the lead on developing businesses by leveraging entrepreneurs and other related local assets; and
- The organization team must take the lead on developing partners by leveraging an engaged public and other related local assets.

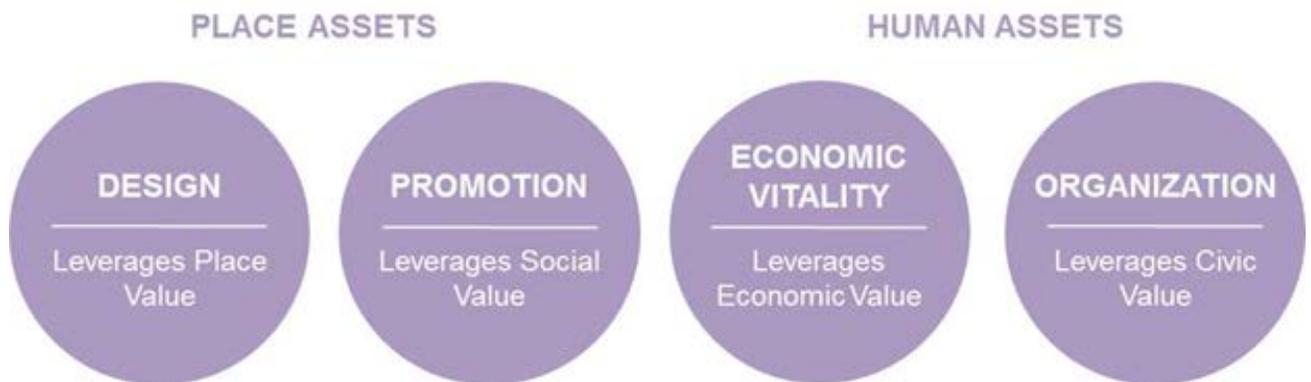


3 - Ribbon Cutting with Downtown Westfield Corporation

The focus on entrepreneurs rather than business owners is intentional. Entrepreneurs by definition are never satisfied and forever working on their business (tinkerers). Business owners may be satisfied simply working in their business Monday-Friday from 9-5 or less. To be successful in an ever-changing market, historic commercial districts need more entrepreneurs. It takes a concrete and compelling vision of a fully functioning future downtown marketplace to attract the entrepreneurs and investors who will eventually realize that vision. All of Main Street's Four-Points (Design, Promotion, Economic Vitality, and Organization) play an economic development role and serve to increase the economic value of the Main Street District and community.

## MAIN STREET FOUR POINT APPROACH®

The Main Street Four-Point Approach® is an asset-based economic development strategy. The assets common to historic commercial districts are place assets and human assets. Place assets encompass both built and cultural history. Human assets encompass both entrepreneurs (local/independent owner operators) and an engaged public (locals with a sense of ownership/buy-in).



While the points within the Main Street Four-Point Approach® ideally makes use of all four assets, each point takes the lead in leveraging one of the four assets.

- DESIGN leverages the built history and place.
- PROMOTION leverages the cultural history and present.
- ORGANIZATION leverages an engaged public.
- ECONOMIC VITALITY leverages entrepreneurs and capital.



4 - Sweetlife Bakery in Vineland, NJ

## WHY IS DOWNTOWN IMPORTANT?

It is critical for everyone involved in downtown and commercial corridor revitalization to understand the value of downtown. Here are some good reasons why downtown is important:

- Your business district is or can be a prominent employment center. Even in the smallest communities, downtown is often the largest employer.
- As a business center, your downtown plays a major role. It may even represent the largest concentration of businesses in your community. It also serves as an incubator for new businesses - the successes of tomorrow.
- Most of the businesses in your downtown are independently owned. They support a local family who supports the local schools, etc. Independent businesses keep profits in town.
- Downtown is a reflection of how your community sees itself—a critical factor in business retention and recruitment efforts. When industry begins looking at your community as a possible location, they examine many aspects, including the quality of life. Is downtown alive and viable, or does it represent local disinterest and failure?
- Your downtown represents a significant portion of the community's tax base. If this district declines, property will decrease in value and subsequently increase the tax burden on other parts of your community.
- The business district is an indispensable shopping and service center. Though it may no longer hold the place as your community's most dominant shopping center, it still includes unique shopping and service opportunities. Attorneys, physicians, accountants, and insurance offices, as well as financial institutions, are often located downtown.
- Your downtown is the historic core of your community. Many of the buildings are historically significant and help highlight your community's history and development.
- Downtown represents a vast amount of public and private investment. Imagine the costs to recreate all the public infrastructure and buildings already existing in your central business district. Think of the waste of past dollars spent if downtown is neglected.
- A business district is often a major tourist draw. When people travel, they want to see unique places. There isn't a downtown like yours in the world!
- Downtown is usually a government center. Most likely it is where your city hall, county courthouse, and post office are located. This "one stop" shopping for government services is a notable feature of downtowns across the country.



5 - Rehabilitated Interior of Heavenly Temptations in Boonton, NJ

## CRITERIA FOR NATIONAL MAIN STREET CENTER DESIGNATION

The National Main Street Center Designation (NMSC) accreditation process evaluates and provides national recognition to established Main Street district revitalization programs based on 10 basic performance criteria.

The following points should act as a roadmap for your program and provide targets for better, more effective performance: Main Street City, NJ programs must meet all 10 of these criteria in order to receive and maintain their status as a nationally accredited Main Street program.

It takes hard work and commitment by a community to become and maintain its designation as a Main Street community. Along with this designation comes the honor of permission to use the title “Main Street.” Communities must be evaluated and meet the criteria above to use this title. Evaluation is done yearly, and will be granted only to Main Street designation level communities that fully participate in the state’s network.

1. *Widespread support:* The program enjoys broad-based community support for the Main Street district revitalization process, including strong support from both the public and private sectors. Vision and mission statements: The program provides vision and mission statements that address current local conditions and the Main Street program’s organization goals.
2. *Comprehensive work plan:* The program follows a comprehensive work plan that outlines measurable program objectives, specific activities for each of the four core Main Street principles, timelines, budgets and personnel responsibilities. The work plan is formally reviewed and updated annually.
3. *Historic preservation:* The program demonstrates a commitment to historic preservation as a key to social and economic revitalization in the community. The program builds public awareness of local historic buildings and implements a plan to effectively preserve and manage these assets, which includes preservation through restoration, renovation and reuse. The program also encourages responsible urban design, development and land-use policies.
4. *Active board of directors and teams:* The program has an active governing board and well-managed teams dedicated to each of the four Main Street principles. Both the board and the teams have regular meetings to address work plans and other important issues within the program.
5. *Budget:* The program maintains an adequate and responsible operating budget specifically dedicated to revitalizing the Main Street district. The budget allows for staff salary and benefits, training and other development-related expenses, as well as the program’s primary goals.
6. *Paid, professional staff:* The program employs paid staff, including a full-time, trained program manager to oversee and coordinate all program activities. The program has implemented staff management policies and provides written job descriptions for each position.
7. *Training for staff and volunteers:* The program provides ongoing training for staff and volunteers, and takes advantage of training provided through the Main Street City, NJ Program and NMSC.
8. *Reports key statistics:* The program submits timely and thorough reports on its progress as required by the Main Street City, NJ Program and NMSC.
9. *Membership:* The program is a current member of the National Main Street Network. Expanded criteria descriptions can be found in this handbook on under “National Main Street Program Accreditation” later in this document.



6 - Signing up volunteers with Main Street Highland Park

## MAIN STREET NEW JERSEY HISTORY & TIERS

Since 1989, the Main Street City, NJ Program (MSNJ) has been helping communities revitalize the economy, appearance, and image of their downtown commercial districts using the National Main Street Center's successful Main Street Approach. Main Street is a comprehensive, incremental approach to revitalization built around a community's unique heritage and attributes. Using local resources and initiative, the state program helps communities develop and provides support for the implementation of their own strategies to stimulate long-term economic growth and pride in the heart of the communities' downtown or commercial core.

In 1996, the MSNJ Program was moved from the Department of Environmental Protection to the Department of Community Affairs (DCA). The program is managed currently under the DCA's Division of Local Planning Services. The Main Street City, NJ Program provides access to information, help getting focused, and community support and guidance to individuals and organizations interested in downtown revitalization. It also serves as a general clearinghouse for the latest tools and techniques in downtown development. General information, project development assistance information, and other resource materials are also available. The state program is a partner, but true revitalization success is built squarely on local commitment, initiative, and follow-through.

From 1990 through 2015, the MSNJ program support of its designated local MSNJ programs has resulted in significant investment and economic growth from the bottom-up in Main Street districts:

- 2,516 NET New & Expanded Businesses;
- 10,630 NET FTE Jobs;
- \$ 1,290,009,351 in Private Reinvestment;
- \$267,855,893 in Public Reinvestment;
- \$22,547,412 in Private Volunteer Hours in Wages;
- 6,101 Building Rehabilitation Projects;
- 278 New Construction Projects; and
- 2,705 Public Improvement Projects.

### ASSOCIATE TIER

The Associate Tier provides access to resources and networking opportunities for organizations that have an interest in revitalizing their downtown or neighborhood commercial district, but may not have the capacity at this time to meet the Main Street City, NJ Designation.

#### **Requirements:**

- Phone and email consultation.
- Off-site technical assistance meetings (in Trenton).

#### **Benefits:**

- Phone and email consultation.
- Off-site technical assistance meetings (in Trenton).
- Invitation and scholarships to regional NJ Downtown Institutes and additional capacity building workshops as offered.
- On-site Public education presentations about MSNJ and Downtown Revitalization.
- On-Site district assessment (typically part of the public education presentation).

## DESIGNATED COMMUNITIES/PROGRAMS

The Main Street Designated Community Tiers provide access to resources, networking opportunities, training and advanced resources and opportunities to communities who typically have an independent 501c3 or 501c6 nonprofit organization dedicated solely to downtown revitalization. These communities have committed the necessary time and training to develop community support, financial and human resources, and are implementing the Main Street Four-Point Approach®. MSNJ's services are offered as the State budget permits and may vary from year to year.

### **Requirements**

- Independent 501c3 or 501c6 nonprofit organization whose mission is dedicated solely to downtown revitalization; may partner with municipality.
- Executive director (ED) in place within one year of application approval for Traditional Designation.
  - 4,000-10,000 = half time paid ED (or full-time ED); or
  - 10,000+ = full-time paid ED.
- Executive director in place within one year of application approval for Partner Designation.
  - up to 2500 people = part-time volunteer ED (or part-time paid ED); or
  - 2500+ = part-time paid ED.
- Letter of Agreement (annual or as updated).
- Annual Report Comprehensive annual work plan in addition to a list of projects/events by team.
- Monthly or Quarterly program update and Reinvestment/ROI report.
- Representation at minimally 1 NJ Downtown Institute per year once certified by completing all 4 sessions.
- Participation of ED at the National Main Street Conference (Main Street Now) at least once every two years. Other conferences may be substituted for this requirement pending MSNJ approval.
- Adequate operating budget.
- Historic Preservation Ethos of organization.
- Taking advantage of MSNJ technical assistance and training services for both the organization and district stakeholders.

### **Benefits**

- National Main Street Network Membership.
- Access to National Main Street Accreditation Evaluation based on National Main Street Center's 10 Criteria.
- Scholarships to all NJ Downtown Institute workshops for ED, Staff, and stakeholders.
- Scholarships to National Main Street Conference.
- Staff search/hiring assistance.
- Manager/Executive Director orientation (one-day in Trenton).
- Board/organization work plan development, review and training.
- Phone and email consultation.
- Use of Main Street America® and Main Street® Brand (eligibility based on National Accreditation).
- Ad hoc phone and email technical assistance for downtown projects and organizational issues.
- Advocacy within State departments and agencies for project within the Main Street district.
- Information on grant and technical assistance opportunities from outside of MSNJ.
- Planning Services assistance through the Division of Local Planning Services.
- Ability to apply for MSNJ services, which may include, pending State budget funding:
  - Business Branding and Digital Design;
  - District Branding and Digital Design;
  - Strategic Implementation Planning;

- Board of Directors Training;
- Fundraising Training;
- Architectural Renderings for Buildings;
- Business Recruitment and Market Analysis Assistance; and/or
- Visual Merchandising and Storefront Design Services.



7 - Digital Design & Branding Services Results for South Orange Village Center Alliance

## BENEFITS OF DONWNTOWN MANAGEMENT/REVITALIZATION TO POTENTIAL STAKEHOLDERS PROPERTY OWNERS

- Increased occupancy rates.
- Rent stability.
- Increased property values.
- Increased stability.
- Reduced vandalism/crime deterrent.
- Assistance with tax credits, grants, loan programs, design, and co-op maintenance.
- Communication medium with other property owners.
- Better image.
- New uses, especially on upper floors.

## SERVICE BUSINESS OWNERS

- Image building/improvement.
- Pride.
- New/renewed/repeated exposure.
- Increased variety of services.
- Healthier economy generates new/more business.

- Increased competition means more aggressive business styles.
- Tapping leakage.
- Increased population, new customers.
- Improved image, creates new market.

### RETAIL BUSINESS OWNERS

- Increased sales.
- Improved image.
- Increased value of business.
- Coordinated efforts between local businesses and franchises.
- Quality of business life.
- Educational opportunities (seminars and workshops).
- Increased traffic.
- District marketing strategies (promotion and advertising).
- Better business mix.
- New market groups downtown.

### LOCAL RESIDENTS/CONSUMERS

- Community pride.
- Have needs/issues addressed.
- Enhanced marketplace (better shopping and the benefits of shopping locally).
- Sense of pride in downtown.
- Social/cultural activities.
- Opportunities to keep kids in town.
- Sense of hometown community.
- Preservation of architecture and heritage.
- Opportunity to participate/volunteer.
- Better communication (newsletter).
- Political advocate.
- Home values increase.

### CITY GOVERNMENT

- Increased tax base.
- More tourism.
- Increased property values.
- Increased number of jobs.
- Better goals and vision.
- Healthy economy.
- Better services available.
- Positive perception of downtown and community.
- Better relations between city hall and private sector.
- Increased volunteer base for city.
- Industrial recruitment.
- Takes political heat, develops consensus for political requests.
- Impetus for public improvements.
- Education resources for city leaders (officials) on planning and economic development.

### UTILITY COMPANIES

- Additional business.
- Longer business hours.
- More employees.
- Healthy businesses feel freer to increase utility usage.
- Healthy economy causes community to grow.
- Overcome bad guy image.
- Proof of new products.
- Quality in downtown public improvements.

### COUNTY GOVERNMENT

- Increased public relations for county.
- Viable downtown increases tax base.
- Rippling effect.
- Viable downtown is a draw for industry and county-wide area businesses.
- Common partnership with city hall.
- County/community pride.
- Heritage preservation.
- Alternative to a redevelopment district.
- Quality of life issues, especially for employees.
- Help with parking issues.

### FINANCIAL INSTITUTIONS

- Community Reinvestment Act (federal government requirement).
- Potential for loans, deposits, and other services (bank cards, financial services).
- Improved image and goodwill.
- Survival of community critical to bank success and economic stability.
- Central location more cost effective.

### PRESERVATIONISTS

- Main Street Approach® reinforces common goal of preservation.
- Increased opportunities for education and advocacy.
- Increased awareness and builds credibility.
- Improved public image.
- Improved economic feasibility of preservation.



8 - Salem City Hall

# Building Your Organization

## CHECKLIST FOR GETTING STARTED WITH A MAIN STREET PROGRAM

- 1. Contact the Main Street New Jersey Program.
- 2. Put together a core team of people to talk with fellow downtown business and property owners about the idea of forming a downtown organization. Also, talk with the City, Chamber of Commerce, Economic Development Commission, and other organizations. Gather input and support.
- 3. Hold a town hall style meeting to help educate the public about downtown revitalization. MSNJ can be the featured presenter and also provide a brief assessment of your commercial district as part of the public presentation. Talk with the local media ahead of time and invite them to attend. Then, if you decide to move ahead . . .
- 4. Identify possible board members and supporters. Create an interim board of directors (5-9 people).
- 5. Once formed, the interim board should choose a name for the organization. Pick something that is simple, straightforward, and businesslike—this handbook has samples. Save the “catchy” for a tag line or promotional campaign.
- 6. Determine your organization’s boundaries/primary focus area. Remember it’s not an “in or out” issue— it’s a “where should we concentrate our efforts for maximum success.” Here are the identifiers the MSNJ Program uses when helping potential Main Street communities decide. The area is:
  - a. A traditional business district and center for socio-economic interaction;
  - b. Characterized by a cohesive core of historic and/or older commercial and mixed-use buildings representing the community’s architectural heritage with compatible in-fill development;
  - c. Typically arranged with most of the buildings side-by-side and fronting the sidewalk along a main street with intersecting side streets;
  - d. Compact, easily walkable, and pedestrian-oriented.
- 7. Draft Bylaws and Articles of Incorporation (this guide includes samples). MSNJ will be happy to review them. You might also wish to have an attorney review them.
- 8. File as a New Jersey Nonprofit Corporation with the Department of Treasury: <http://www.state.nj.us/treasury/taxation/rsb100.shtml>. Once you have successfully filed, you will receive a Certificate of Incorporation.

- 9. Once incorporated, prepare an agenda and hold an “official” first meeting to: a) adopt bylaws, b) elect officers: President, Vice President, Secretary, and Treasurer, c) decide on a fiscal year, d) select a bank and discuss financial arrangements, e) authorize preparation and filing of IRS forms, f) identify an address or post office box for mail, and g) other necessary business. Make sure the new Secretary takes minutes.
- 10. File form SS-4 with the Internal Revenue Service to get a Federal Employer Identification Number (EIN), found at [www.irs.gov](http://www.irs.gov). At the same time, download a 501c3 or (c)6 nonprofit designation application packet. Most downtown organizations focusing on the Main Street Approach® try for a 501c3 designation. Suggestion: Seek advice and talk with MSNJ prior to attempting to fill out the form!
- 11. Check with your municipality to see if you need to file anything locally.
- 12. Reserve an Internet domain name for your organization and set up social media accounts (Facebook, Twitter, etc.).
- 13. The board should talk with local insurance agents and purchase appropriate insurance coverage for your organization as soon as possible. Minimally, the board should consider general liability, board and officer liability, worker’s compensation, and special events policies. The National Trust Insurance Services offers insurance for Main Street organizations. (<http://www.nationaltrust-insurance.org/Mainstreet.html>)
- 14. Once the organizational paperwork has been done, hold a goal-setting session with board members to create a 12-18 month work plan. Determine a mission statement, goals, and objectives. Put together teams based on the Main Street structure. Have each team hold an activity brainstorming session to come up with a list of activities to meet their list of objectives (in the beginning, think quality, tangible and visible impact, low-cost, and doable). Be realistic in what you can accomplish, but also don’t think too small.



9 - Main Street Vineland Volunteer Team after a successful event

- 15. Create a draft first year budget, then seek out funds from supporters and stakeholders.
- 16. Get press releases out to the media for free publicity. Don’t forget—letters to the editor are great!

## NONPROFIT FILING REQUIREMENTS

### NEW JERSEY

**Annual Report** - Nonprofit corporations must file an annual report with the New Jersey Department of Treasury, Division of Revenue. This report must be filed, and the filing fee paid, online. [www.state.nj.us/treasury/revenue](http://www.state.nj.us/treasury/revenue).

**Charities Registration** - Most organizations must file an annual registration form and financial report with the Attorney General's Office of Charities Registration and Investigation at least 10 days before fundraising activity begins. If you raise less than \$10,000 (gross) in contributions and do not use a paid fund raiser (other than your own employees), you may be exempt from registration but may choose to register voluntarily. [www.njconsumeraffairs.gov/charities](http://www.njconsumeraffairs.gov/charities)

**Employment Filings and Taxes** - Nonprofit organizations with employees may be required to file reports with the New Jersey Department of Labor. For more information see [http://lwd.state.nj.us/labor/ea/ea\\_index.html](http://lwd.state.nj.us/labor/ea/ea_index.html). See also Hiring, Firing and Risk Management: Employment Law for New Jersey Nonprofits.

**Raffle, Bingo, or other Gaming** - Most nonprofit organizations planning to conduct games of chance must register with the Legalized Games of Chance Control Commission (LGCCC). The registration is good for two years. A license must be obtained from the municipality in which the nonprofit is located or in which the activity will take place. <http://www.njconsumeraffairs.gov/lgccc/>

### FEDERAL

**Form 990 information return** - Most 501(c)(3) organizations, except churches, must file the appropriate version of Form 990 annually. Repeated failure to file can result in automatic revocation of your organization's tax-exempt status. Exempt organizations must also make their Form 990 information returns available to the public. See IRS Form 990 Resources and Tools for Exempt Organizations.

*All nonprofits with annual gross receipts of more than \$25,000 must file Form 990 within 5.5 months after the close of each fiscal year. All nonprofits with annual gross receipts of less than \$25,000 must file an E-Postcard annually. Forms are available at <http://www.irs.gov/charities/index.html>*

**Employment Related** - Nonprofit employers are subject to withholding taxes and a wide array of laws and regulations that are applicable to other employers. Federal and State withholding payments may be made monthly or quarterly depending upon the size of your payroll. [www.irs.gov/businesses/small/article/0,,id=99194,00.html](http://www.irs.gov/businesses/small/article/0,,id=99194,00.html). See also Hiring, Firing and Risk Management: Employment Law for New Jersey Nonprofits.

## OPERATING DOCUMENTS FOR NONPROFITS

### A NONPROFIT ORGANIZATION MUST OPERATE AS A BUSINESS AND MUST ABIDE BY ALL FEDERAL, STATE AND LOCAL LAWS

**Articles of Incorporation:** The primary rules governing the management of a nonprofit corporation and are filed with the Secretary of State and the Internal Revenue Service when filing for tax-exempt status.

**Bylaws:** The ruling documents for the organization's board of directors. They define how the board will conduct its business. Bylaws set forth the basic structure and the abilities of the board.

- Basic Components of Bylaws should include:
  - Name and Offices of the Organization;
  - Purpose;
  - Membership;
  - Board of Directors, Teams and Officers;
  - Staff;
  - Meetings;
  - Voting;
  - Conflict of Interest;
  - Fiscal Policies;
  - General Provisions;
  - Amendments.
- Language should allow for the continuity and sustainability of the organization.
  - Structure term limits that allow rotation of no more than 1/3 of the board each year;
  - Compose board holistically to include those with a vested interest in downtown;
  - Provide a system that transitions leaders into officers.

**Federal Employer Identification Number:** The identification number that is assigned by the IRS to identify a business entity. This number will be required for all communication with the Federal Government.

- Apply for a Federal Employer Identification Number by completing Form SS-4 <http://www.irs.gov/businesses/small/article/0,,id=97860,00.html>.

**Tax Exemption Status:** The ruling or determination letter that recognizes your organization as tax exempt by the IRS.

- Are you a tax-exempt nonprofit organization?
- Do you know your tax-exempt status? 501(c) 3? 501(c) 4? 501(c) 6?
- Do you know the allowable activities for your nonprofit status?
- To apply for tax-exempt status, organization must complete an application and attach organizational documents: articles of incorporation, bylaws, board of directors roster.
- For more information <http://www.irs.gov/pub/irs-pdf/p557.pdf>.

**Insurance:** An organization needs to have several types of insurance in order to safeguard the overall health/existence of the organization. The National Main Street Center has printed several articles on this critical topic in their "Main Street News" including "Are You Covered? Protecting Your Directors and Officers"-May 2006, "Insurance 101: Looking Ahead"-November 2005 , "Cover Me"-August 2003 and "Insurance 101: Coverage for Main Street Organizations"-March/April 2013.

- Workers Compensation Insurance: Medical care compensation for employees who are injured in the course of employment. For more information on Worker's Compensation Insurance, contact the NJ Department of Labor at [http://lwd.dol.state.nj.us/labor/forms\\_pdfs/wc/pdf/WC-373.pdf](http://lwd.dol.state.nj.us/labor/forms_pdfs/wc/pdf/WC-373.pdf).
- General Liability Insurance: Defends third property damage and bodily injury claims arising out of the day to day operations and premises of the organization.
- Some insurance companies will include coverage for special events by endorsement. Depending on the type of event, you may have to purchase separate special event liability insurance.
  - Umbrella Liability: This provides coverage for the organization over and above general liability limits, auto liability limits, workers compensation policies and special events liability policies. The National Main Street Center recommends this for every Main Street organization.
- Directors (or Board) & Officers (D & O) Insurance: Directors' & Officers' liability insurance only covers non-bodily injury claims. Insurance that provides coverage against wrongful acts which might include actual or alleged errors, omissions, misleading statements, and neglect or breach of duty on the part of the board of directors and other insured persons and entities. It serves to protect the personal assets of the board members. Sometimes, people may decline to serve on your board if the organization does not have this insurance.
- Make sure your policy includes employment practices liability (EPL) coverage.
- Volunteer Accident Coverage: Covers accidental death and dismemberment benefits, as well as medical expenses incurred by a volunteer who is injured during the course of volunteering.
  - Volunteer Waiver: While you should have volunteers sign a waiver, it does not preclude the need for volunteer accident coverage. It may help protect you if a volunteer does file a lawsuit.
- Special Event Liability Insurance: Defends against third party property damage and bodily injury claims arising out of events sponsored or hosted by your organization.
  - Even though you have this insurance, do all you can to reduce your liability exposure. Have contracts with your vendors and/or contractors and make sure they are insured as well. Consider security and safety risks that may occur at your events. Follow all state-mandated protocols for rides/activities at your event.
- Automobile Liability: Protects the organization when employees or volunteers are making trips on behalf of the organization if a collision is caused by an employee of the organization.
- Property or Renters Insurance: This insurance covers the organization's property including business contents, building and business income against loss by fire, theft and other perils. If you own exhibit booths, festival decorations, etc., it could include coverage enhancements for those situations.

**D-U-N-S Number:** The DUNS number is a unique nine-character number that identifies your organization. It is a tool of the federal government to track how federal money is distributed. Many grants, and all State of New Jersey grants, require a D-U-N-S number.

- [http://www.dnb.com/US/duns\\_update](http://www.dnb.com/US/duns_update).

**Back-up copies of your organization's operating documents:** You should have both a hard copy and electronic back-up) of all of your important organizational documents. House one of the back-ups in a safe, OFF-SITE location in the event of a theft or manmade/natural disaster.

- Regularly do an electronic back-up of other important documents (downtown property inventory list, volunteer contacts, vendor contacts, festival forms etc.) which are housed on the organization's computer(s) in the event of any technology mishap, fire, theft etc. Again, keep in a safe, off-site location.

## CORE PROGRAM COMPETENCIES

To assist designated and selected Main Street New Jersey communities in the incremental and comprehensive development of an active downtown revitalization program, the following list of core competencies has been developed.

While individual projects and activities are unique to the community, there are some general tasks and types of projects that have been found to be vital to the progressive growth of a Main Street program and organization. These competencies are meant to be a base level of activity, and communities should strive to undertake more challenging projects as they build capacity.

Steady progress in meeting core competencies must occur during the first three to five years of the organization's Main Street designation in order for specialist services to continue. Core competencies must be in place in order for a community to progress to full Main Street designation. Progress in meeting the core competencies will be assessed during the annual year end evaluations.

The core competencies are listed in the following pages and are categorized according to the Main Street Four-Point Approach®. In order to build a strong foundation for the program, a very active Organization Team is required to work on the numerous projects listed under this category. Although there are many important organizational tasks, it is necessary to remember that the Main Street Approach® is comprehensive, and activities in the areas of Promotion, Design and Economic Vitality, as well as Organization, are essential for an action-oriented program that achieves successful, ongoing revitalization of the central business district.

Core competencies often build upon each other and are often related to competencies in other categories. While each community will complete the core competencies in their own time frame within the three to five year window, it is recommended that they be completed in the general sequence in which they are listed.

The below activities are grouped by basic, intermediate, and advanced categories. In general, projects grouped in the basic category should be completed before the organization moves onto intermediate activities. Intermediate activities should be completed before tackling advanced projects. This progression will serve to build a strong foundation upon which the organization can build a long-term, successful program.

### ORGANIZATION

This element of the Main Street Approach® focuses on building collaboration among a broad range of public and private sector groups, organizations, and constituencies, enhancing your district's civic value. The Organization Team plays a key role in keeping the board, teams, and staff functioning by attracting people and money to the Main Street program. To succeed, this team must take responsibility for managing these financial and logistical aspects of the nonprofit organization:

- Raising money—for projects and administration, from donations and sponsorships;
- Overseeing volunteer activities—by recruiting and supervising people and rewarding good work;
- Promoting the program—to downtown interests and the public;
- Managing finances—by developing good accounting procedures.

#### **ORGANIZATION CORE COMPETENCIES**

##### **Basic**

- Develop an organizational structure, Articles of Incorporation and Bylaws;
- Formulate accounting systems (it is also suggested that all programs have an annual audit by a CPA);



10 - Lawrenceville Main Street Office Sign

- Bookkeeping system;
- Payroll/employee number;
- Registrations: state, county, city Bank/charge accounts;
- Hire an executive director;
- Hold annual work planning sessions;
- Set up Main Street office including:
  - Permanent Location;
  - Equipment;
  - Furnishings.
- Develop a clear, shared mission and write it as a mission statement;
- Develop a written work plan.
  - Achieve Board approval;
  - Send to MSNJ.

### Intermediate

- Develop an organization logo (letterhead, etc.).
- Decide on tax-exempt status and make application to IRS Develop an annual budget.
- Achieve Board approval.
  - Send to MSNJ.
- Initiate an annual, signed agreement with local government.
- Create and regularly update job descriptions for both staff and volunteers.
- Compile and send board of directors list and contact information to MSNJ.

### Advanced

- Form teams and hold regular meetings .
- Develop and regularly publish a newsletter.
- Build a volunteer database.
- Develop a long-term fundraising plan including:
  - Developing various methods for communicating with donors throughout the year;
  - Producing an informational brochure about the organization;
  - Sustainable and diverse income base;
  - List of private contributors;
  - At least one annual fundraising event.
- Create a mailing list for the organization including:
  - Downtown business owners;
  - Downtown property owners;
  - Local interest groups;
  - Officials;
  - Supporters.

### PROMOTION

This element of the Main Street Approach® deals with marketing the district's assets to residents, visitors, investors and others through special events, retail promotion, and activities that improve the way the district is perceived, enhancing its social value. The Promotion Team has the job of promoting downtown as the center of commerce, culture,



11 - Storefront Vacancy Mitigation Program, Boonton Main Street

and community life for residents and visitors alike. To be effective this team must move beyond cookie cutter downtown promotion ideas. Specifically: Understanding the changing market—identifying both potential shoppers and the competition; Identifying downtown assets—including people, buildings, heritage, and institutions; Defining Main Street’s market niche—its unique position in the marketplace; Creating new image—campaigns, retail promotions, and special events to bring people back downtown.

### **PROMOTION CORE COMPETENCIES**

#### **Basic**

- Develop, approve, and publish a balanced annual calendar of promotional events that includes a mix of special events, retail, and image events.
- Evaluate promotional events—including information on number of attendees and impact in reaching program goals.
- Develop a media resource list.
- Conduct outreach/media relations activities including:
  - Press releases;
  - Print media columns;
  - Press liaison;
  - Feature articles;
  - Radio/TV talk shows.
- Create a downtown business directory.
- Initiate and complete at least one special event.
- Initiate and complete at least one retail event.

#### **Intermediate/Advanced**

- Conduct downtown image development activities including:
  - Conduct image advertising (Examples: newspaper, radio, TV, direct mail ads);
  - Develop collateral materials (Examples: entrance signs, banners, shopping bags, buttons);
  - Develop media relations (Examples: media kits, press releases, press receptions for major projects, TV, radio and newspaper interviews);
  - Develop image-building events (Examples: downtown progress awards ceremonies, ribbon-cutting for new projects, “before and after” renovation displays).
- Identify downtown’s assets.
- Compile information about the marketplace.
- Analyze data.
- Match assets with market niches.
- Write a positioning statement.



12 - Bike Fest in Millville, NJ



13 - Classic Car Show, Vineland, NJ

## DESIGN

This element of the Main Street Approach® involves improving the physical environment by renovating buildings, constructing compatible new buildings, improving signs and merchandise displays, creating attractive and usable public spaces, and ensuring that planning and zoning regulations support Main Street revitalization, all in service of enhancing place value. The Design Team plays a key role in shaping the physical image of Main Street as a place attractive to shoppers, investors, business owners, and visitors. To succeed, this team must persuade business owners, building owners, and civic leaders to adopt a specific approach for physical improvements to buildings, businesses and public improvements. Specifically:

- Educating others about good design—enhancing the image of each business as well as that of the district.
- Providing good design advice—encouraging quality improvements to private properties and public spaces.
- Planning Main Street’s development—guiding future growth and shaping regulations.
- Motivating others to make changes—creating incentives and targeting key projects.

### DESIGN CORE COMPETENCIES

#### Basic

- Develop and market improvement incentives and assistance including:
  - Design guidelines – develop a design guidelines publication, Keeping up Appearances
  - Design Assistance
- Evaluate existing physical assets: buildings, streets, public signs, parking lots and open spaces.
- Inventory conditions of physical environment.
- Façade improvements.
- Explore a formalized design review process with custom design guidelines.
- Develop district identification signs.
- Create a detailed and visually appealing map of downtown.



14 - Adaptive Reuse of Finlaw Building in Salem, NJ

- Develop, collect, and market improvement incentives and assistance including:
  - Real estate tax abatement;
  - Loan programs;
  - Grant programs;
  - Design assistance.
- Photograph downtown extensively, including before, during and after photos of rehabilitation work and promotional events; use professional photographers when possible.
- Streetscape improvements.
- Mid-size rehabilitation projects.

#### **Advanced**

- Conduct a traffic study.
- Conduct a parking study (if appropriate).
- Continue façade improvements.
- Large rehabilitation projects.
- New development.



15 - Streetscape Improvements in South Orange, NJ

### ECONOMIC VITALITY

This element of the Main Street Approach® concentrates on strengthening the district’s existing economic base while finding ways to expand its economy and introduce compatible new uses, enhancing the economic value of the district. The Economic Vitality Team has the job of identifying new market opportunities for the traditional commercial district, finding new uses for historic commercial buildings, and stimulating investment in property. To succeed, this team must develop a thorough understanding of the community’s

economic condition and opportunities for incremental market growth. Specifically:

- Building entrepreneurial economies.
- Strengthening business—includes strengthening existing businesses and recruiting new ones.
- Infrastructure reuse—finding new economic uses for traditional Main Street buildings.
- Development—financial incentives and capital for business development and retail operations layout.
- Ascertaining progress—monitoring the economic performance of the district.

### ***ECONOMIC VITALITY CORE COMPETENCIES***

#### **Basic**

- Complete and maintain building inventory for the downtown, including:
  - Rental rates;
  - Square footage;
  - Age of building;
  - Unique features;
  - Condition;
  - Ownership;
  - Vacancy;
  - Taxes;
  - Current photograph.
- Complete and maintain a business inventory for the downtown, including:
  - Cumulative number of businesses;
  - Ownership;
  - Product/service;
  - Customers;
  - Amount of sales;
  - Sales patterns;
  - Lease conditions;
  - Availability (date/ price).
- Track program impact, including:
  - Changes in property tax revenue;
  - Net new jobs;
  - Net new businesses;
  - Amount of private investment;
  - Number of volunteer hours.
- Create a new business owners' orientation kit.
- Develop a network of entrepreneur development partners to assist new entrepreneurs and existing businesses (microenterprise development organizations, Small Business Development Center (SBDC), SCORE (Service Corps of Retired Executives), Chamber of Commerce, etc.).

#### **Intermediate**

- Develop a downtown development vision and strategy.
  - Identify target niche markets;
  - Develop a downtown clustering/leasing plan/strategy.
- Develop and market economic development incentives, including:
  - Business seminars;
  - Loan pool programs;

- Grant programs;
- Complete market analysis, including:
  - Surveys;
  - Sales leakage assessment;
  - Business recruitment plan;
  - Business retention plan;
  - Summary report.
- Develop a small, local business recruitment packet and procedures.
- Develop business retention programs.

**Advanced**

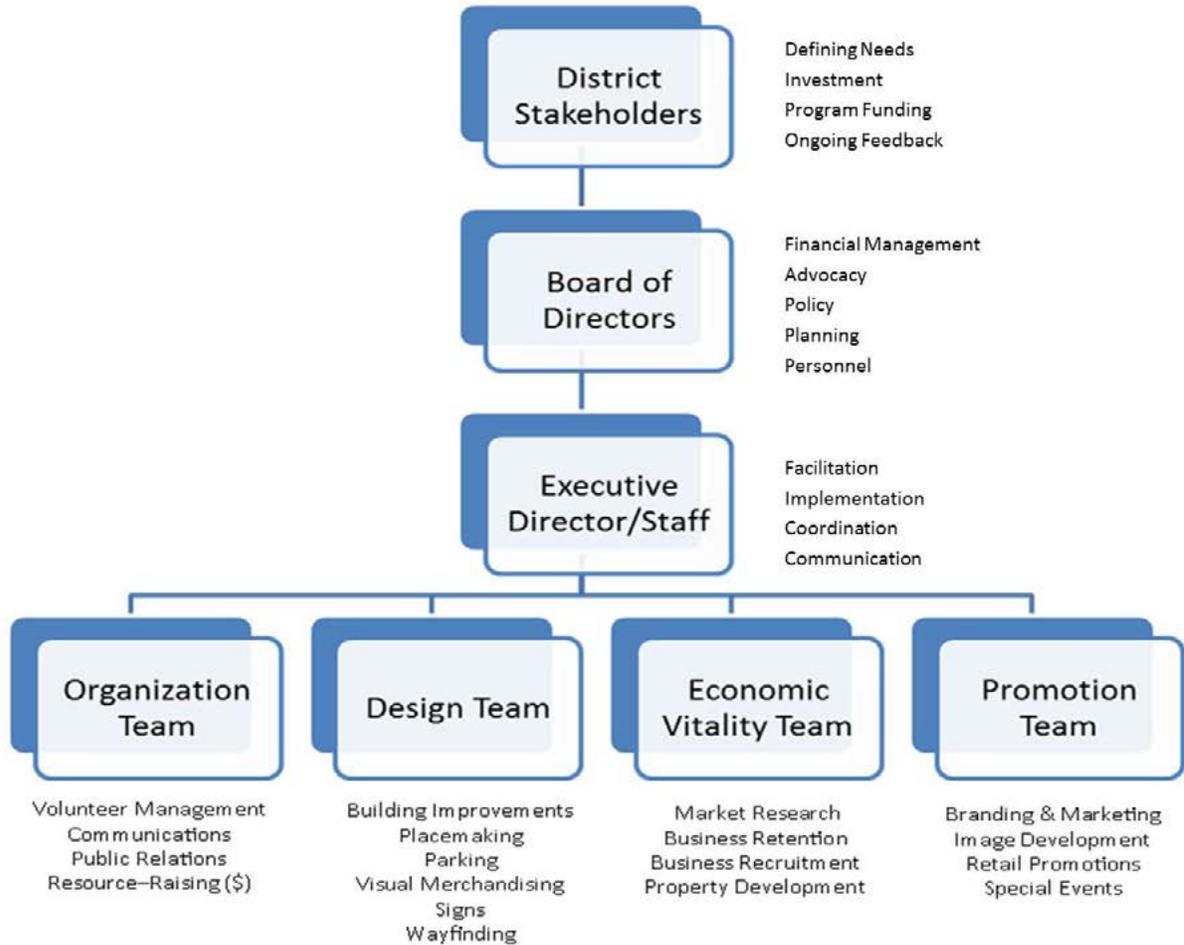
- Expand organization’s role to develop or be a partner in the development of property in downtown (act like a Community Development Corporation).
- Expand organization’s role to provide microenterprise development services, including microfinancing, credit building, etc.



16 - Vacancy Mitigation Marketing Project, Montclair Center Corp.

## DOWNTOWN PROGRAM STRUCTURE

While the actual structure of your program may vary from community to community, MSNJ recommends the following paradigm for starting your organization. Functionally speaking, each team is made up of project-specific Task Forces that operate independently of each other, guided by the Team leadership and supported by Staff, while working under the strategic direction of the Board of Directors which is responsive to the District Stakeholders. Some programs may opt to work only with Task Forces, but note that this requires a higher degree of Staff and Board management.



## PROGRAM PARTNERS

The local downtown revitalization program must involve groups throughout the community to be successful. Different groups have different interests in the downtown, and, while each may have a particular focus, all groups ultimately share the common goal of a vibrant commercial district. By involving a broad range of constituents in the process, the downtown program can help each group realize that this common goal exists and that cooperation is essential for successful revitalization. Furthermore, by identifying each organization's greatest strengths, the downtown program can help focus each group's energy in the areas where it will be most effective and have the most to contribute. Groups typically represented and involved in successful local downtown revitalization programs include:



### **1. Property Owners**

Since they literally own the downtown, property owners have a direct interest in the downtown program's success and often become active participants in the revitalization process. Absentee owners, though, may show little or no interest in the program. Nonetheless, they should be kept informed about revitalization activities and, as the program develops greater competency in directing downtown's economic growth, should continue to be invited to take part in its projects.

### **2. Retail & Service Sector Business Owners**

Retail & service sector activity is an important part of the district's economic base; consequently, business owners have a vested interest in the success of the downtown revitalization program. Retailers are often most interested in and the most valuable contributors to downtown promotional activities though their involvement in other aspects of downtown revitalization are also important. Remember that the best thing a small business owner can do is run a successful business that looks good inside and out, so engage them in ways that support these outcomes.

### **3. City and County Government**

Without the support and involvement of local government, it is doubtful that a downtown revitalization program will achieve long-lasting success. Local government can help provide the financial and information resources, technical skills, and leadership to the revitalization effort. Because local government plays a major role in directing the community's economic growth, it must be an active participant in Vitality, the downtown's economic base and developing innovative solutions to downtown issues.

### **4. Consumers**

In many ways, consumers stand to benefit the most from a revitalized downtown offering goods and services that meet their needs. Many local consumers who may not belong to an existing community organization will still be interested in participating in the revitalization effort and in helping make the downtown—and the community—a more vibrant place to be.

### **5. Chambers of Commerce**

The Chamber of Commerce is an important player in most downtown revitalization programs because of its interest in the community's commercial development. The Chamber can help the downtown program by providing liaison with local and regional economic development agencies, helping businesses expand, recruiting new businesses, and sharing information resources. Remember, though, that the chamber must be concerned with community-wide development. Focusing too much on the downtown can contradict its direct mission.

### **6. Civic Clubs**

By taking part in the revitalization program, civic clubs can help improve the community's quality of life and make the downtown a more engaging place for community activities.

### **7. Historic Preservation Organizations & Historical Societies**

These groups can contribute expertise in local history, preservation technology, design guidelines, historic rehabilitation, and related fields to the downtown revitalization program.

### **8. Schools**

Schools can contribute to successful downtown revitalization in several ways. First, by involving young people in the revitalization process, the downtown program can reach a segment of the community that may not be familiar with downtown. 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 effort implement programs and activities.

#### **9. Regional Planning and Economic Development Organizations**

These groups can provide the local downtown program with market data and other technical information about the downtown’s market area. They can also help the program identify resources and establish relationships with regional, state and national economic development agencies.

#### **10. Financial Institutions**

Local financial institutions benefit from a revitalized downtown in many ways, from making new business loans to being able to attract new industry to the community. Banks and savings and loans can support the revitalization program by helping package loans, taking part in interest buy down and other financial incentive programs, providing leadership, and seeking innovative ways to stimulate downtown economic development. Many financial institutions also find that participation in the local downtown revitalization program helps satisfy their directives under the Community Reinvestment Act.

#### **11. Media**

Downtown revitalization means creating new jobs, generating new investments, and bringing more money into the community—all newsworthy activities. Thus, the media are usually major supporters of a downtown revitalization effort. In addition to publicizing the local program’s successes, media can provide information about local market characteristics to help the revitalization effort find better ways to meet consumer needs.

## **MSNJ REINVESTMENT/ROI STATISTICS TRACKING INSTRUCTIONS**

**TRACKING STATISTICS** — reinvestment, job and business creation, and so on — provides a tangible measurement of your local Main Street program’s progress and is crucial to garnering financial and programmatic support for the revitalization effort.

Use these statistics for your monthly Board meetings as part of the Executive Director report and for your program’s “Main Street Minute” at monthly public meetings with your elected officials. The “Main Street Minute” consists of the 4-4-1:

- 4 things your program accomplished the prior month.
- 4 things your program has planned to accomplish in the coming month.
- 1 big thing that the officials and public should know about.

In order to be most meaningful and useful, statistics must be collected on a regular, ongoing basis and are reported to Main Street New Jersey on a monthly basis. Here are the instructions on how to report some of the key statistics and where to find them. The reports themselves contain additional details to help you understand the information requested for these and other data points.

#### ***New Businesses***

This is the total number of businesses within your defined Main Street district. List the number of new businesses that have opened in the Main Street district in the last two quarters. This will include new business startups or a business that was previously located outside the city limits of your community and moved to your Main Street program area.

### ***Businesses Expansion and/or Relocation***

List the number of businesses that have relocated or expanded within the Main Street district. This can include businesses that were located inside the city limits of your community but outside the Main Street district that moved into the Main Street district.

### ***Business Closure***

List the number of businesses that closed in the Main Street district in the last two quarters. This will also include businesses located in your Main Street district that move outside the city limits or to another community.

### ***Jobs Created***

This will always be the total number of full-time people employed by each new business (or full-time equivalent). If a business has relocated or expanded within the district, new jobs will be created only if additional people are employed after the move expansion.

### ***Jobs Lost***

List the number of jobs lost to business closure, consolidation or downsizing. Please note the number of jobs lost to a business relocating outside the district will always be zero unless the business decreases the number of its employees with the move.

### ***Public Investment***

Please indicate the amount of public improvement dollars spent within the district, i.e. individuals or private sources of money spent on building rehabilitations, public improvements, or new construction. Types of public improvement projects are improvements to public buildings, installation and improvement of street lighting, street and sidewalk improvements, parking improvements, public signage, marketing and tourism, and landscaping.

### ***Private Investment***

Please indicate the amount of private improvement dollars spent within the district, i.e. city, county, state, or federal money spent on building rehabilitations, public improvements, or new construction. A project can be as minimal as the removal of an inappropriate sign, or at the other extreme, an interior or exterior restoration project. Examples of these projects are: a project using tax credits, façade rehabilitation, awnings, private signage, exterior improvements (improvements to the roof, sides, or rear of the building such as tuck pointing, masonry cleaning, roof repair, painting), interior improvements (includes all interior work such as remodeling, carpet, painting, and lighting, but excludes interior displays such as shelving and counter space, signs, or furnishings), and marketing and tourism. These dollar amounts can be obtained from building permits, owner or building manager, contractor, neighbors, or best estimate.

### ***Volunteer Hours***

Please indicate the total number of volunteer hours that have been contributed to the organization. This includes hours spent in in both board and team meetings, and also leveraged volunteer hours from other people or entities outside of your Main Street organization that partnered with you to make your mission happen.

Note that MSNJ differentiates between Professional and Standard volunteer hours. Professional hours are logged when a professional engages in her profession on your behalf. For example, an attorney reviews your by-laws at no charge; this makes her a Professional volunteer. If that same attorney came out to help clean up the pocket park, she would be counted as a Standard volunteer.

## SAMPLE: ARTICLES OF INCORPORATION

We, the undersigned natural persons of the age of eighteen (18) years or more, acting as incorporators under the New Jersey Nonprofit Corporation Act, adopt the following Articles of Incorporation.

### ARTICLE I

The name of the corporation is the Yourtown Downtown Alliance, and its duration shall be perpetual.

### ARTICLE II

The purposes of this corporation are as follows: 1) To engage in educational and charitable activities. This corporation is organized exclusively for charitable and educational purposes within the meaning of Section 501c3 of the Internal Revenue Code. Notwithstanding any other provisions of these Articles, this corporation shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income taxation under Section 501c3 of the Internal Revenue Code. 2) To engage in any lawful activity for which nonprofit corporations may be organized under RCW 24.03.

### ARTICLE III

The initial registered office of the corporation in the State of New Jersey is 333 Main Street, Yourtown, New Jersey, 08888, and the initial registered agent for the corporation is Attorney Susan Helper.

### ARTICLE IV

The members of the governing board shall be known as Directors, and the number thereof shall be fixed by the Bylaws of this corporation. The initial Board of Directors shall consist of nine directors, whose names and addresses are:

Board Member 1 Address, City, NJ, Zip Code

Board Member 2 Address, City, NJ, Zip Code

Board Member 3 Address, City, NJ, Zip Code

Board Member 4 Address, City, NJ, Zip Code

Board Member 5 Address, City, NJ, Zip Code

Board Member 6 Address, City, NJ, Zip Code

Board Member 5 Address, City, NJ, Zip Code

Board Member 8 Address, City, NJ, Zip Code

Board Member 9 Address, City, NJ, Zip Code

### ARTICLE V

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 II hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation. The corporation shall not

participate in, or intervene in, any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a.) by a corporation exempt from federal income tax under section 501c3 of the Internal Revenue code, or (b.) corresponding sections of any future federal tax code.

**ARTICLE VI**

Upon dissolution of the corporation, assets shall be distributed to a nonprofit fund, foundation, or corporation which has established its tax exempt status under Section 501c3 of the Internal Revenue Code or corresponding section of any future federal tax code, or to a state or local government, for a public purpose.

**ARTICLE VII**

These Articles may be amended as provided by New Jersey law. However, no amendment may be made to Articles V and VI.

**ARTICLE VIII**

No Director, trustee, or any uncompensated officer of the corporation shall be personally liable to the corporation or its members for monetary damages for conduct as a Director, trustee, or any uncompensated officer provided that this Article shall not eliminate the liability of a Director, trustee, or any uncompensated officer for any act or omission occurring prior to the date when this Article becomes effective and for any act or omission for which elimination of liability is not permitted under the New Jersey Nonprofit Corporation Act. Any Director, trustee, or uncompensated officer shall be entitled to indemnification for any expenses or liability incurred in his or her capacity as a Director, trustee, or any other uncompensated officer as provided by the New Jersey Nonprofit Corporation Act.

**ARTICLE IX**

The names and addresses of the incorporators are:

Incorporator 1 Address, City, NJ, Zip Code

Incorporator 2 Address, City, NJ, Zip Code

Incorporator 3 Address, City, NJ, Zip Code

Incorporator 4 Address, City, NJ, Zip Code

We, the undersigned incorporators, declare under penalty of perjury, that we have read the foregoing and to the best of our knowledge and belief, it is true, correct, and complete. Dated the (Day) of (Month), (Year).

Incorporator 1

Incorporator 2

Incorporator 3

Incorporator 4

## **SAMPLE: BYLAWS**

### **ARTICLE I — Name and Term**

- A. The name of this corporation will be the Yourtown Downtown Alliance Association, hereafter referred to as the YDA or Association, and its duration will be perpetual.

### **ARTICLE II — Offices**

- A. Principal office: The principal office of the YDA will be in the State of New Jersey, County of COUNTY, City of Yourtown. Further, it will be located within the boundaries of the Yourtown Downtown Alliance.
- B. Registered office: The registered office of the YDA will be maintained in the State of New Jersey, and may be, but need not be, identical with the principal office. The address of the registered office may be changed from time to time by resolution of the Board of Directors.

### **ARTICLE III — Amendments**

- A. A. These bylaws may be amended by resolution at any time by an affirmative vote of at least two-thirds of the entire Board of Directors.

### **ARTICLE IV — Purposes**

- A. Organization: YDA will organize and promote constructive relationships between local government bodies and private business and citizens. YDA will support other charitable and educational organizations whose primary interest is to preserve and develop the beauty and economic stability of Yourtown. YDA will represent the concerns of the downtown area at the city, county, and state level.
- B. Promotions: YDA will promote and sponsor discussion groups and will educate and inform citizens and members on topics of interest and concern to the downtown area. YDA will maintain information regarding revitalization in the downtown area. YDA will sponsor cultural, employment and commercial district revitalization activities in the downtown area. YDA will provide a forum for sharing knowledge, common experiences and problems. YDA will issue publications and information regarding its activities and other information relevant to downtown revitalization. Such publications may include the following: 1) planning studies 2) an organization brochure 3) informational brochures, maps, and guides 4) special event flyers, pamphlets, and posters 5) a newsletter.
- C. Economic Vitality: YDA will help to educate and assist downtown business owners and property owners in matters of preservation, promotion, and finance. YDA will help recruit new stores to minimize the effects of vacancies and to diversify the retail mix. YDA will aid in acquisition of adequate financing for new and existing businesses and for renovation of historic structures.
- D. Design: YDA will advocate for the planning and coordinating design of improvements in or adjacent to the downtown area. YDA will aid in providing design services for buildings and signage. YDA will provide information on painting, construction, historic rehabilitation, and preservation. YDA will promote and assist in city beautification projects. YDA will participate in the planning and development of public interest projects in the downtown area. YDA will promote effective redevelopment efforts and assist in planning for the stabilization and revitalization of the downtown area. YDA will, whenever possible, recommend appropriate uses and design standards for downtown development compatible with historic preservation.

### **ARTICLE V — Powers**

- A. General Powers: YDA will have all powers granted by New Jersey law. It will also have the power to

undertake, either alone or in cooperation with others, any lawful activity which may be necessary or desirable for the furtherance of any or all purposes for which the YDA is organized.

- B. Investment Powers: YDA may invest both assets secured by YDA, and services provided by YDA resulting in development, as program related investments. Any returns from such investment will be used by YDA for the furtherance of any or all purposes for which the YDA is organized. No portion of the returns will inure to the benefit of any member, Director, Officer or staff member of YDA.

#### **ARTICLE VI — Boundaries and Membership**

- A. Boundaries: The primary focus area of the downtown district will be defined by (Street name) on the south, (Street name) on the north, (Street name) on the west, and (Street name) on the east.
- B. Membership: Any individual, business, or organization interested in becoming a member of the YDA can file an application for membership in such form as the Board of Directors prescribes. Each active member will be entitled to one vote on matters that come before the membership. The Board of Directors will establish annual dues as it deems appropriate. Such establishment of dues will include method of payment. Any member may resign from membership in the Association upon giving written notice thereof to the Secretary or the Executive Director of the Association. Members who resign from membership will not be entitled to vote or receive refund of dues therefore paid.

#### **ARTICLE VII — Membership Meetings**

- A. Annual Meeting: The annual meeting of the YDA membership will be the (1st, 2nd, 3rd, or 4th) (day of the week) in (Month) or such other time as the Board of Directors may direct. Members will be notified by either regular mail or electronic mail at the address listed on their business license or membership application more than 30 days before the meeting convenes. The purpose of the annual meeting will be to complete tallying and announce the Board of Directors of YDA for the following year and such other business as the Board of Directors brings before the membership.
- B. Special Meetings: Special meetings for the membership will be held at any time and place as may be designated in the notice of said meeting upon call of the President of the Board of Directors, a majority of the Board of Directors, or upon the written petition by at least twenty-five percent (25%) of the active membership. A notice stating the place, date, and time of meetings will be provided either personally or by regular or electronic mail to each member at least ten days prior to the meeting. Other interested parties will be given such notice of meetings as the Board of Directors deem appropriate.

#### **ARTICLE VIII — Directors**

- A. Duties: The Board of Directors will manage, set the policy for, and oversee the management of the affairs of YDA. They will control its property, be responsible for its finances, formulate its policy, and direct its affairs. The Board of Directors may hire an Executive Director and support personnel. The Board of Directors may enter into contracts necessary to accomplish the YDA goals.
- B. Qualifications: There will be (7-12) members on the Board of Directors. Any member, employee of a member business, or partner or associate in a member business of YDA may be a Director. However, there must be a Director from both retail and non-retail businesses as well as a real property owner from within the primary focus area of the YDA. There will not be a majority of any occupation on the Board. Directors must be of sound mind and of legal age. No immediate relatives may serve on the Board at any one time.
- C. Term: Every Director will be elected for a three (3) year term. However, the initial Board of

Directors will serve staggered terms. Directors on the initial Board will be elected by lot: three for three (3) years, three for two (2) years and three until the first annual meeting. No member shall serve more than two consecutive three-year terms without stepping down from serving for at least one year.

- D. Elections: Directors will be elected by the membership by mailed ballot. Tallying of ballots will be completed, and the new Directors announced at the Annual Meeting. Every member will have one vote for each available Director's position. Nominations to the ballot slate will be made either: 1) by petition submitted to the YDA office more than 25 days in advance of the annual meeting, signed by five members; or 2) by the nominating team, which will consist of the outgoing Board members and the President. Ballots will be mailed to each member more than 14 and less than 24 days before the annual meeting. Ballots must be received at the YDA office by 5 p.m. on the day before the annual meeting. In the event of a tie, a runoff election will be held by written ballot at the annual meeting. In the event there is not a Director elected from the three categories listed in Article VIII, B; then the new Director with the fewest votes will not be named and an election for that position will be held by written ballot at the annual meeting.
- E. Vacancies: A Director may resign at any time by giving written notice to the YDA President, Vice President, or Executive Director. Any vacancy in the Board occurring because of death, resignation, refusal to serve, or otherwise will be filled for the unexpired term by action of a majority of the remaining Directors. Three consecutive unexcused absences from regular Board of Directors' meetings will be considered a vacancy.
- F. Meetings: The Board of Directors will meet at least monthly. The President and/or any three Directors may call a meeting of the Board. At a duly called meeting of the Board of Directors, five (5) members will constitute a quorum. All business of the Board of Directors will be transacted at a duly called meeting of the Board.
- G. Compensation: Directors will receive no compensation for their services as Directors, but the Board may, by resolution, authorize reasonable reimbursement for expenses incurred in the performance of their duties. Nothing herein will preclude a Director from serving YDA in any other capacity and receiving reasonable compensation for such service.
- H. Liability: Directors will not be personally liable for the Association's debts, liabilities, or other obligations.

#### **ARTICLE IX — Officers**

- A. Number of Officers: YDA will have a President, Vice President, Secretary, Treasurer, and such additional officers as the Board of Directors may from time to time designate. Each officer will serve a one-year term. Officers will be elected by the Board of Directors at the first Board meeting following the annual meeting of membership.
- B. Duties of President: The President will preside at all meetings of the Board of Directors and at the annual meeting ending his or her term of office. The President will be entitled to the same vote as any other Director. The president shall sign all checks and documents pertaining to YDA for which the President's signature is necessary or desirable.
- C. Duties of Vice President: In the absence of the President, or his or her inability to act, the Vice President will possess all the President's powers and discharge all Presidential duties. The Vice President may also sign any checks or documents necessary for YDA.
- D. Duties of Secretary: The Secretary will record and maintain a full and correct record of the proceedings of YDA. The Secretary may also sign any checks or documents necessary for YDA and will perform such other duties as the Board may from time to time direct.
- E. Duties of Treasurer: The Treasurer will maintain in good order all financial records of the Association. The Treasurer may sign checks for the YDA. At the annual meeting, and at regular

Board of Directors meetings, the treasurer will provide a report and summary statement on the financial affairs of YDA. F. Temporary Officers: In cases of absence or disability of an officer of the Association, the remaining Officers may vote to delegate the powers and duties of such officer to any other officer or member of the Board.

#### **ARTICLE X — Teams**

- A. YDA will have the following standing teams: 1) Organization, 2) Promotion, 3) Design, and 4) Economic Vitality. YDA will also have such other teams as the Board of Directors may from time to time establish. Teams will report at least monthly to the Board of Directors. At least one Director will serve on every team. Teams will be appointed by the President with the approval of the Board of Directors. Teams need not be limited in membership to YDA members but can have representatives from other relevant areas of the community.

#### **ARTICLE XI — Finances and General Provisions**

- A. The fiscal year of the Association will begin on the first day of July, and end on the last day of the June in each year. On the first year of incorporation, the fiscal year will begin upon incorporation and end on the last day of June.
- B. Except as the Board of Directors may otherwise authorize, all checks, drafts, and other instruments used for payment of money and all instruments of transfer of securities will be signed by the Treasurer and one Officer, or by the Treasurer and the Executive Director. In the absence of the Treasurer, any two Officers or one Officer and the Executive Director may sign in the place of the Treasurer.
- C. Within two months after the close of the fiscal year, the Treasurer will prepare a year-end financial statement showing in reasonable detail the source and application of the previous year's funds and the financial condition of the Association. This statement will be presented to the Board of Directors at a regular board meeting.

#### **ARTICLE XII — Corporate Seal**

- A. YDA will have no corporate seal.

#### **ARTICLE XIII — Indemnification**

- A. YDA may indemnify any Officer or Director, or a former Officer or Director, their heirs or assigns, for any and all judgments, settlement amounts, attorney's fees, and litigation expenses incurred by reason of his or her having been made a party to litigation due to his or her capacity or former capacity as Officer or Director of YDA. YDA may advance expenses where appropriate. Payments of Indemnification shall be reported at the next annual meeting. The provisions of this section apply to any cause of action arising prior to the adoption of these bylaws also. The rights of indemnification set forth herein are not exclusive.
- B. An Officer or Director is not entitled to indemnification if the cause of action is brought by YDA itself against the Officer or Director, if it is determined in judgment that the Officer or Director was derelict in the performance of his duties, or had reason to believe his action was unlawful.
- C. No Director, trustee, or any uncompensated officer of the YDA will be personally liable to the corporation or its members for monetary damages for conduct as a Director, trustee, or any uncompensated officer provided that this Article will not eliminate the liability of a Director or any uncompensated officer for any act or omission occurring prior to the date when this Article becomes effective and for any act or omission for which elimination of liability is not permitted under the New Jersey Nonprofit Corporation Act.

**ARTICLE XIV — Amendments**

- A. The Board of Directors shall have the power to alter, amend, or repeal the bylaws or adopt new bylaws by a quorum vote at a duly called meeting of the Board, provided that no such action will be taken if it would in any way adversely affect the YDA’s qualifications under the Internal Revenue Code or corresponding provisions of any subsequent Federal tax law.

This document is a complete and correct copy of the YDA’s bylaws, adopted by the Board of Directors on this date, (Month, Day, Year), and are now in effect.

\_\_\_\_\_Board Secretary

\_\_\_\_\_Date

## SAMPLE: FIRST YEAR OPERATING BUDGETS

### YOUTOWN DOWNTOWN ALLIANCE FIRST YEAR OPERATING BUDGET

(Small district, approx. <50 businesses, part-time director)

	CASH	IN-KIND	TOTAL
<b>PERSONNEL</b>			
Executive Director (gross salary)	30,000		30,000
Benefits	0		0
Payroll Taxes	4,560		4,560
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
<b>TOTAL PERSONNEL</b>	<b>35,980</b>	<b>300</b>	<b>36,280</b>
<b>OFFICE</b>			
Rent	2,800	2,400	5,200
Utilities	450		450
Telephone	1,200		1,200
Internet/Wireless	900		900
Office Supplies	850	200	1,050
Postage	1,100		1,100
Org. Insurance	500		500
Equipment/Repair	600	1,500	2,100
Dues and Subscriptions	400		400
<b>TOTAL OFFICE</b>	<b>8,800</b>	<b>4,100</b>	<b>12,900</b>
<b>PROGRAMS/PROJECTS</b>			
Economic Vitality Team	10,000		10,000
Promotion Team	10,000		10,000
Design Team	10,000		10,000
Organization Team	5,000		5,000
<b>TOTAL PROGRAMS/PROJECTS</b>	<b>35,000</b>		<b>35,000</b>
<b>OTHER</b>			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Workshops, Trainings, and Travel	2,400	200	2,600
Miscellaneous	500		500
<b>TOTAL OTHER</b>	<b>5,950</b>	<b>1,200</b>	<b>7,150</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>85,730</b>	<b>5,600</b>	<b>91,330</b>

SOURCES: Municipality; Sponsorships; Fundraisers; Business, Property Owner, Resident and other Stakeholder Memberships (Donations)

## YOURTOWN DOWNTOWN ALLIANCE FIRST YEAR OPERATING BUDGET

(Medium district, approx. 100 businesses, full-time director)

	CASH	IN-KIND	TOTAL
<b>PERSONNEL</b>			
Executive Director (gross salary)	65,000		65,000
Office Assistant (P/T; gross salary)	20,000		20,000
Benefits	10,000		10,000
Payroll Taxes	7,000		7,000
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
<b>TOTAL PERSONNEL</b>	<b>103,420</b>	<b>300</b>	<b>103,720</b>
<b>OFFICE</b>			
Rent	2,800	2,400	5,200
Utilities	450		450
Telephone	1,200		1,200
Internet/Wireless	900		900
Office Supplies	850	200	1,050
Postage	1,100		1,100
Org. Insurance	500		500
Equipment/Repair	600	1,500	2,100
Dues and Subscriptions	400		400
<b>TOTAL OFFICE</b>	<b>8,800</b>	<b>4,100</b>	<b>12,900</b>
<b>PROGRAMS/PROJECTS</b>			
Economic Vitality Team	20,000		20,000
Promotion Team	20,000		20,000
Design Team	20,000		20,000
Organization Team	10,000		10,000
<b>TOTAL PROGRAMS/PROJECTS</b>	<b>70,000</b>		<b>70,000</b>
<b>OTHER</b>			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Workshops, Trainings, and Travel	2,400	200	2,600
Miscellaneous	500		500
<b>TOTAL OTHER</b>	<b>5,950</b>	<b>1,200</b>	<b>7,150</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>188,170</b>	<b>5,600</b>	<b>193,770</b>

SOURCES: Municipality; Sponsorships; Fundraisers; Business, Property Owner, Resident and other Stakeholder Memberships (Donations); Grants

## YOURTOWN DOWNTOWN ALLIANCE FIRST YEAR OPERATING BUDGET

(Larger district, approx. 250 business, full-time director)

	CASH	IN-KIND	TOTAL
<b>PERSONNEL</b>			
Executive Director (gross salary)	80,000		80,000
Assistant Director (gross salary)	45,000		45,000
Benefits	14,000		14,000
Payroll Taxes	9,000		9,000
Clerical, Bookkeeping	1,000		1,000
Filing Fees, etc.	1,000		1,000
<b>TOTAL PERSONNEL</b>	<b>150,000</b>		<b>150,000</b>
<b>OFFICE</b>			
Rent	5,000	2,400	7,400
Utilities	500		500
Telephone	1,200		1,200
Internet/Wireless	900		900
Office Supplies	850	500	1,050
Postage	1,100		1,100
Org. Insurance	500		500
Equipment/Repair	600	1,500	2,100
Dues and Subscriptions	500		500
<b>TOTAL OFFICE</b>	<b>11,150</b>	<b>4,400</b>	<b>15,250</b>
<b>PROGRAMS/PROJECTS</b>			
Economic Vitality Team	20,000		20,000
Promotion Team	40,000		40,000
Design Team	50,000		50,000
Organization Team	10,000		10,000
<b>TOTAL PROGRAMS/PROJECTS</b>	<b>120,000</b>		<b>120,000</b>
<b>OTHER</b>			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Workshops, Trainings, and Travel	2,400	200	2,600
Miscellaneous	500		500
<b>TOTAL OTHER</b>	<b>5,950</b>	<b>1,200</b>	<b>7,150</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>281,150</b>	<b>4,400</b>	<b>285,250</b>

SOURCES: Municipality; Sponsorships; Resident and other Stakeholder Memberships (Donations); Improvement District; Grants; Earned Income

## POTENTIAL FUNDING SOURCES

### CITY GOVERNMENT

City government can be a partner in funding basic operating expenses and often also contributes dollars to specific downtown projects. Basically there are two funding pots from which you can solicit money from city government: the general fund and special dedicated funds. Within these funds the city government has a certain amount of money that must be allocated for particular projects. For instance one special dedicated fund is made up of money from gas taxes. This money must be allocated to street projects. City dollars can be applied to downtown management, public improvements, public facilities, technical assistance, and possibly promotions.

### MEMBERSHIPS

Fees paid for membership to an organization can be a source of funding for most aspects of downtown revitalization. In order for membership dues to be a strong source of funding for a program, a well-thought-out strategy and campaign must be administered. This form of fundraising is ongoing and can only succeed with a good chair to spur the board on. Follow-through is essential to a good membership campaign.

### CORPORATE OR BUSINESS DONATIONS

Corporate donations may be distinguished from membership dues primarily by the size of contribution. Many corporations have actively supported commercial revitalization efforts through donations of money, services, and equipment. Most look upon donations to social and economic development causes as investments in the community. Their willingness to give will be directly proportional to their existing or future corporate presence in the community. A corporation will typically evaluate a donation in terms of return on investment (usually in terms of dollars, publicity, human betterment, or economic growth).

### (SPECIAL) IMPROVEMENT DISTRICT

An Improvement District is a local self-help funding mechanism authorized by NJ state law that allows municipalities to assess businesses and property owners within a defined area. Funds raised can be used to provide management, services, facilities, and programs to the district. MSNJ recommends that the creation of an ID be part of your local program funding plan within 2-5 years of initiating your program. Ideally the assessments Improvement District would make up approximately 50-70% of your total budget, (the larger the ID, the larger the % of budget.) While an invaluable funding tool, setting up an ID often requires a lot of effort and time to put together and is may be politically sensitive.

To use an analogy, an Improvement District is a mechanism for funding, not a business model. Think of your commercial district as a car. The Improvement District represents the gasoline (or up to 70% of it), while the Main Street Approach® serves as the driver and the GPS.

For more information, see our FAQ: [http://www.nj.gov/dca/services/lps/idp\\_faq.html](http://www.nj.gov/dca/services/lps/idp_faq.html).

### FUNDRAISING EVENTS

Fundraising events are a good source of revenue for downtown management, promotions, public improvements, and public facilities. They differ from special events in that they occur regularly, they are conceived and run like a business, and they are regarded as a business venture by the sponsoring organization.

The whole purpose of putting on a fundraiser is to make money, therefore it is critical that goals, plans, and budget are thoroughly worked out, or the fundraiser may end up being much less than profitable.

### SPONSORSHIPS

Sponsorships are a good source of funding for special events and promotions. Suppliers of many of the products used in special events as well as media are willing to donate a portion of their product to be listed as a sponsor of the event. Like corporate donations, potential sponsors evaluate such contributions in terms of return on investment. Businesses seldom sponsor anything from a totally philanthropic viewpoint.

### FOUNDATION DONATIONS

Foundation donations are grants given by foundations to aid social, educational, charitable, religious, and other activities which serve the common welfare. Foundations are non-governmental, nonprofit organizations which, primarily through investment of their assets, have produced income that is awarded as grants. Foundations generally have restrictions concerning what they will and will not support. In order to qualify for a foundation grant you must be a tax-exempt organization recognized by the IRS. Foundation grants can be used to fund public improvements, public facilities, technical assistance, promotions, and downtown management depending on the purpose, activities, and area of interest of the foundation.

### RETAIL FEES

Retail or “in” fees are paid by the primary beneficiaries of a particular promotion or group of promotions. Usually the promotion is thought of, a budget is developed, and then a fee is determined by dividing the total budget by the projected number of participants.

### GRANTS

Grants are non-repayable funds disbursed by entities such as governments, foundations, trusts, and corporations, usually to nonprofit organizations or municipalities. Most grants are made to fund a specific project and require some level of compliance and reporting.

### PRODUCT SALES

A budget can be subsidized by selling products related to the organization, community, or promotion. Some examples of these are t-shirts and sweatshirts, posters, specialized game boards, and bricks for streetscape projects. Product variety is only as limited as the imagination. Before going into special product sales, there must be a well-thought-out plan in place for actually selling the items. Don't depend on product sales to make ends meet.

### VOLUNTEERS

Volunteers are an often overlooked means of funding for many commercial revitalization projects. Volunteers can provide many services, which might otherwise require cash resources well beyond the means of the organization. Volunteers might sell spots in a coordinated advertising campaign; they might provide part-time office help or clerical support; volunteers might help solicit donations and memberships; they might help paint a building or sweep a sidewalk; they may prepare a financial statement or submit a tax return; or they could design a logo or print the newsletter. Given correct motivation and correct management, volunteers can do almost anything.

## SERVICE FEES

Service fees are a common source of funds for many nonprofit organizations but are not often used in the commercial revitalization field. Service fees might be generated for professional services such as commercial building design assistance, parking management or enforcement, property management, real estate negotiation or packaging, retail promotion packaging, advertising, or business recruitment. Service fees are a dependable and self-perpetuating source of income but can be deceptive. Many nonprofit organizations have started profit-producing services to subsidize their basic mission-driven projects, only later to learn that the services were not actually producing income, but sapping the resources of the organization.

## SUBSIDY FROM PROFITABLE BUSINESS

A number of very entrepreneurial nonprofit organizations have started for-profit arms to make money and subsidize their basic programs. Examples related to a commercial revitalization effort might include a real estate development company subsidizing a commercial district management nonprofit, or a nonprofit leasing its real estate to for-profit businesses to generate income to support the nonprofit's activities. Subsidies from profitable businesses can be another source of ongoing and dependable operating support but should be viewed with similar cautions to income service fees.



17 - 5K Pizza Run in Westfield, NJ

## **SAMPLE: BOARD MEETING AGENDA**

Tuesday, Month, Date, Year 5:30pm – 7:00pm Main Street Program Office

### AGENDA

*5:30pm:* Meeting called to order.

*5:35pm:* Additions or corrections to the agenda

- Approval of previous meeting minutes

*5:40pm:* President's report

*5:45pm:* Treasurer's report

*5:50pm:* Executive director's report

*6:10pm:* Team reports (based on Work/Action Plans):

- Organization
- Promotion
- Design
- Economic Vitality

*6:30pm:* Old business:

- Action items that require a board vote
- Informational items that require board attention

*6:40pm:* New business:

- Action items that require a board vote
- Informational items that require board attention

*6:55pm:* Announcements & calendar updates

*7:00pm:* Adjourn

## GUIDELINES FOR EFFECTIVE MEETINGS

- Make sure you understand the noticing requirements for your organization and follow them.
- Know the open meeting law requirements.
- Have a conflict of interest policy that applies to board members. Board members should state any potential conflicts prior to the discussion of each item, and properly excuse themselves from the discussion if necessary.
- Distribute the meeting agenda to the board in advance to allow for comments.
- Executive directors should remind board members in advance to provide any necessary information, reports, or materials for the meeting.
- Teams should submit full written reports to be distributed in advance of the meeting and only present the highlights during the board meeting.
- Be organized! Have your materials ready in advance.
- When possible, the executive director should meet or have a phone call with the president before the meeting to review the agenda and ensure the president is aware of any items requiring action and options for the board to consider.
- Remember, this is a business meeting and should be run professionally and efficiently.
- The secretary, not the executive director, should take the meeting notes. The executive director needs to track the process, offer advice on motions, and assist the president.
- If your meetings are lasting more than an hour due to lengthy discussion on a particular issue, the president may want to consider scheduling a work session on the topic.
- Remember that teams and work sessions do not make decisions; they make recommendations for consideration by the full board.
- If the board makes a mistake on a meeting procedure, acknowledge and fix it. This may require redoing the procedure on the next agenda.
- Start and end on time!
- HAVE FUN.
- Don't forget to thank your board.

### PLAN:

- Prepare an agenda that contains a brief description of what the meeting will cover—not just headings.
- Have precise objectives—what the meeting is intended to achieve.
- Find out what others need to talk about before the meeting.
- If a meeting is not necessary, do not have one out of routine.
- Start and end on time!
- Inform.
  - Let everyone know what is to be discussed and why it is being discussed;
  - Let everyone know what you want to achieve from the discussion.

## SAMPLE: BOARD OF DIRECTORS JOB DESCRIPTIONS

### **Requirements:**

Board members should be prepared to make a financial commitment and contribute 4-10 hours a month to the program. Downtown revitalization program boards typically meet monthly for 60-90 minutes. The board may delegate some of its duties to an executive team or other task forces. Board members are usually expected to serve on one or more of these task forces and/or standing teams of the downtown program.

### **Board Responsibilities:**

The board has the final responsibility for the success or failure of the downtown revitalization program. It is responsible for all of the finances of the organization and establishes program policy. The board is responsible for maximizing volunteer involvement in the downtown revitalization effort. Collectively, the board makes decisions about the program's direction and monitors progress on a regular basis. It sets priorities, and makes decisions about the program's political stance. It oversees the work of the executive director, has the primary responsibility for raising money for the program, and supports the work of the teams by volunteering time and expertise in support of their efforts. The board of directors is also responsible for fulfilling the legal and financial requirements in the conduct of its business affairs as a nonprofit organization.

### **Individual Responsibilities:**

- Learn about and promote the purpose and activities of the local downtown revitalization organization and the Main Street Approach® whenever appropriate and possible.
- Attend regular monthly meetings of the board or to notify staff when absence is necessary.
- Actively participate on at least one team.
- Actively participate in specific activities or projects promoted by the board which may include: fundraising, membership recruitment, representation on behalf of the program at meetings and/or events, and attend trainings and workshops.
- Make an annual membership contribution.
- Stay informed about the purpose and activities of the downtown program in order to effectively participate in board decisions and fulfill responsibilities.

## PRESIDENT

Time Required: 8-10 hours per month above and beyond that of a regular board member. The president shall be exempt from the requirement of participating on other teams and task groups.

General Description: 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 acts as a link between the organization and the community, serving to explain the program to the public, helping to involve new people in the program, and rallying support. The president also oversees the organization in a functional way, guiding and facilitating the working relationships within the organization.

### **Major Job Elements:**

- Communication with the board, the community, and the executive director.
- Coordination within the organization so as to facilitate the decision-making process.
- Delegation of responsibility within the organization.
- Monitoring accountability of the organization.
- Supervising the performance of the executive director.

Other Job Elements:

- Assists the executive director in determining the board meeting agenda.
- Chairs board meetings.
- Calls special meetings when necessary.

Reports to: The board of directors

Area of Major Time Commitment: Communication with the board, the community, and the executive director

Area of Greatest Expected Impact: Monitoring accountability Anticipated

Results: Active participation by the membership, positive image of the organization, cohesiveness within the organization

Basic Skill and Value Requirements:

- Be flexible and open-minded.
- Good leadership, team-building, and management skills.
- Strong verbal and written communication skills, including good listening skills.
- Be sensitive to cultural, religious, and ethnic diversity.
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them.
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept.
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position.

## VICE PRESIDENT

Time Required: 4-8 hours per month above and beyond that of a regular board member.

General Description: 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 the most beneficial to the organization. These capacities should be written up in the form of a temporary job description on a year-by-year basis. The vice president performs the duties of the president when the president is unable to do so.

Major Job Elements: Determined each year

Other Job Elements: Determined each year

Reports to: The President

Basic Skill and Value Requirements:

- Good leadership, team-building, and management skills.
- Strong verbal and written communication skills, including good listening skills.
- Be flexible and open-minded.
- Be sensitive to cultural, religious, and ethnic diversity.
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them.

- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept.
- A realistic understanding of the commitment of time and energy it takes to hold an officer’s position.

### SECRETARY

Time Required: 4-8 hours per month above and beyond that of a regular board member.

General Description: The secretary serves as the primary record keeper 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.

Major Job Elements:

- Record keeping:
  - Transcribes minutes at board meetings;
  - Prepares an “official” copy of the minutes for the executive director within two weeks after a 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 President

Area of Major Time Commitment: Record keeping

Basic Skill and Value Requirements:

- Strong verbal and written communication skills, including good listening skills.
- Be flexible and open-minded.
- Be sensitive to cultural, religious, and ethnic diversity.
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them.
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept.
- A realistic understanding of the commitment of time and energy it takes to hold an officer’s position.

### TREASURER

Time Required: 4-8 hours per month above and beyond that of a regular board member.

General Description: The treasurer is responsible for fiscally monitoring the organization. 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.

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:

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

Reports to: The board of directors through the executive team

Area of Major Time Commitment: Preparing monthly financial statements

Area of Greatest Expected Impact: Keeping the board informed of the organization's financial status

Anticipated Results:

- A clear and accurate picture of the organization's financial status.
- Financial decisions can be made in a timely and efficient manner.

Basic Skill and Value Requirements:

- A good understanding of accounting principles and financial management.
- Strong verbal and written communication skills, including good listening skills.
- Be flexible and open-minded.
- Be sensitive to cultural, religious, and ethnic diversity.
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them.
- A good understanding of the Main Street Approach® and willingness to be an ambassador of the concept.
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position.

### BOARD OF DIRECTORS CATEGORIES

The board should be a decisive, action-oriented group, small enough to easily establish a quorum and large enough to include broad community representation. Ideally, the board should have between 7 and 11 members. An ideal board of directors should not have a majority from any single category of stakeholders, although District Management Corporations of Improvement Districts in New Jersey should typically have 50%+1 representation of assessed stakeholders (usually property and business owners.) Boards will usually be chosen from the following groups (note that every group does not need to have representation on the board, this list is meant to help you think through potential candidates).

- Downtown Retailers.
- Professionals.
- Downtown Property Owners.
- Service Sector.
- Financial Institutions.
- Chamber Board (not staff).
- Preservation Organization or Historical Society.
- Heads of Neighborhood Organizations, Identified Community Leaders.
- Local Civic Organizations.
- School District, Interested Community Members.
- City and/or County Government (works best in ex-officio capacity).



## BOARD MEMBER ORIENTATION CHECKLIST

### Describe the Organization to the Board Member:

- Who the Main Street organization serves.
- What the organization does.
- How the organization is financed.
- Any other key information regarding the purpose and function of the organization.

### Explain and Discuss with Board Member:

- Meeting attendance—both full board and team.
- Team assignment.
- Board role and relation to administration/staff.
- Conduct tours.
- Designated downtown district & focus area; organization office.
- Greater community.

### Deliver Important Information to Board Member:

- Letter of welcome from the executive director and Board President.
- Organizational materials (brochures, membership information, etc.).
- Mission & vision statement.
- Bylaws & Articles of Incorporation.
- Board policies.
- Copies of the minutes of board meetings from the last year.
- Current budget & other financial reports including year-end statement from preceding year.
- Current work plan including goals and objectives.
- Long-range strategic plan.
- Latest newsletter.
- The Main Street Approach® information sheet.
- Letter of Agreement with the Main Street City, NJ Program.
- List of all board members, including addresses and telephone numbers; indicate officers.
- List of team members including team chairpersons.
- Calendar of meetings and events for the year (make sure this includes team meetings).
- Any other important documents or materials.

### Introduce Board Member to:

- Executive director.
- Chairperson of team to which board member has volunteered.
- Other board members and team chairs.
- Others who play a prominent role or have a strong relationship to the program.

### Collect Data:

- Mailing address, email address, and telephone numbers.
- Best time to contact.
- Best time for meetings.
- Birthday.
- Other important information.

## NONPROFIT ORGANIZATION POLICIES CHECKLIST

### A NONPROFIT ORGANIZATION MUST ESTABLISH POLICIES THAT SERVE AS THE RULES OF OPERATION

- Conflict of Interest Policy for Board Members: A policy, as required by the IRS, designed to protect the interest of the organization when it is considering entering into a transaction or business arrangement that could benefit private interests of an office or director of the Corporation.
- Whistleblower Policy: See the Sample, page 55.
- Personnel Policy for Staff: A policy intended to outline the procedures for managing the human relations work of nonprofits. (if downtown position is employed by the City, there would be a city personnel policy)
  - Should define the roles of the Board in relation to the staff;
  - Equal Opportunity employment practices;
  - Performance Evaluation Policy;
  - Probationary Period;
  - Harassment Policy, Drug Free Workplace Policy/Conditions;
  - Grievance Procedures;
  - Termination Policy defines circumstances applying to either employee or employer for termination or resignation;
  - Compensation schedule, pay raises, salary deductions, longevity and bonus pay;
  - Benefits;
  - Attendance and Leave;
  - Educational Opportunities;
  - Travel and defined miscellaneous reimbursements;
  - Conflict of Interest Policy for staff.
- Fiscal Policy: A policy intended to outline the procedures of managing the finances of the nonprofit (If downtown program is managed through the City, there will be a City fiscal policy).
  - General statement about policies and procedures;
  - Segregation of Duties;
  - Budgets;
  - Cash Management;
  - Petty Cash;
  - Cash Receipts;
  - Contracts & Bids;
  - Purchasing;
  - Cash Disbursements – Non Payroll;
  - Cash Disbursements – Payroll;
  - Fixed Assets;
  - Inventory Management;
  - Financial Programs & Grants;
  - Donation of Materials, Facilities & Services;
  - Sales & Use Tax Paid;
  - Accrual Reporting;
  - Depreciation;
  - Close Out;
  - Tax Compliance;
  - Programs & Events;

## NONPROFIT ORGANIZATION PROCEDURES CHECKLIST

### A NONPROFIT ORGANIZATION MUST ESTABLISH PROCEDURES FOR MANAGING THE HUMAN AND FINANCIAL RESOURCES OF THE ORGANIZATION AND FOR ANNUAL PLANNING AND GROWTH

#### Volunteers

- Board of Directors Roles & Responsibilities, Roster, System for Recruitment, & Training.
  - Follow the organization's bylaws to appoint new board members;
  - Maintain a current Board Member Roster and update annually or each time board members change;
  - Align board member appointments to the organization's fiscal year;
  - Write job descriptions for board members and officers;
  - Prepare a board contract that outlines the expectations and responsibilities of serving on the board;
  - Prepare a board notebook for each board member and conduct new board member training at the beginning of the fiscal year and include:
    - the Main Street Four-Point Approach;
    - history of the organization, vision for downtown, mission, goals and objectives of the organization;
    - current makeup of the board;
    - general job description for a board member;
    - ALL time commitments involved including retreats, team meetings and special events;
    - any financial commitments required;
    - strengths and weaknesses of the organization;
    - why the board member was asked to serve on the board.
  - Track all volunteer hours.
  
- Team Roles & Responsibilities, Roster and System for Recruitment.
  - Establish teams in accordance to the organization's bylaws. MSNJ recommends establishing teams in accordance to the Main Street Four-Point Approach: Organization, Design, Promotion, and Economic Vitality. Many nonprofit Boards also have an Executive Team to address day-to-day business that may occur between board meetings;
  - Maintain a current Team Member Roster and update annually or each time team members change;
  - Establish expectation for each team chair to report on their team's work at each board meeting;
  - Write job descriptions for each established team and team chair;
  - Conduct new team member training for each team at the beginning of the fiscal year and include:
    - The Main Street Four-Point Approach®;
    - history of the organization;
    - vision for downtown;
    - mission, goals and objectives of the organization;
    - current makeup of the team;
    - general job description for team members;
    - ALL time commitments involved including retreats, team meetings and special events;

- any financial commitments required;
  - strengths and weaknesses of the organization;
  - why the team member was asked to serve on the team.
- Track all volunteer hours.
- Volunteer Roles & Responsibilities, Roster and System for Recruitment.
  - Define tasks and opportunities for individuals and community organizations to volunteer in downtown;
  - Write job descriptions for each volunteer opportunity;
  - Maintain a current volunteer roster and update annually or as needed;
  - Conduct training for all volunteers;
  - Track all volunteer hours.

## Employees

- Employee Roles & Responsibilities and System for Recruitment.
  - Write job descriptions for each staff member;
  - Prepare employment contracts or agreements that outline the expectations and responsibilities of serving the organization and outline the salary and compensation package that is mutually agreed upon;
  - Train staff to successfully administer the Main Street downtown revitalization initiative;
  - Develop a workplan for each staff member that clearly defines expectations of what they will accomplish;
  - Establish a form for evaluating staff;
  - Plan for staff positions and establish a system for filling staff vacancies;
  - Conduct annual evaluations of all staff in accordance with the organization's Personnel Policy and compensate staff accordingly.

## Annual Planning

- Annual Plan of Work (also see Strategic Implementation Planning).
  - Establish an annual planning process that is aligned with the organization's fiscal year (Usually completed prior to funding requests);
  - Host an annual board planning retreat to prepare an annual plan of work;
  - Evaluate and define the community's Economic Drivers (The reasons that people come to the community to work, live or play);
  - Define a community-wide vision for downtown (the economic role of downtown);
  - Define the mission of the organization (the job or purpose of the organization in accomplishing the vision for downtown);
  - Define Strategic Goals of the organization for each of the four points (what the organization is going to do in order to accomplish the mission of the organization and the vision for downtown);
- Define Objectives (why the organization is going to accomplish the goals that they have outlined).
- Define Strategies. (how the organization is going to accomplish the goals and objectives that they have outlined).
- Define Tasks (the steps that the organization is going to take to accomplish the strategies that they have outlined).

- Who will carry out and report back to board?
- Is it to be accomplished in-house or outsourced?
- What are the costs in time and money?
- What partners are needed in order to accomplish each task?
- When is each task to be completed?

### **Meetings, Agendas, Minutes & Voting**

- **Board Meetings & Agendas:**
  - Establish a regular time and place for the board to meet;
  - Properly call board meetings in accordance to the bylaws;
  - The Executive Team and Staff should jointly establish the board agenda that allows time for the board to:
    - take action (to vote) on items necessary for the organization and staff to conduct business the following month or year;
    - become more educated about the Main Street program;
    - hear action reports from the work of the teams;
    - define parameters & process for public input – seating, specific time on agenda to speak, etc.;
    - Remember that the purpose of board meetings is to allow time for the board to conduct board business. The Board President should manage the board meeting to accomplish this objective;
    - Educate officers and board members on what issues are able to be discussed in private session (personnel and real estate).
- **Team Meetings & Agendas:**
  - Establish a regular time and place for the teams to meet;
  - The Team Chair and Staff should jointly establish the team agenda that allows time for the team to:
    - discuss and plan the specifics of accomplishing the goals, objectives and strategies as outlined by the board of directors;
    - become more educated about the Main Street program.
- **Minutes:**
  - Responsibility of the Main Street Organization’s Secretary or assigned staff to maintain minutes of the organization;
  - Responsibility of the Team’s chair or assigned staff to maintain minutes of each team;
  - May need to record the meeting in order to supplement notes taken by hand;
  - Attach any documents handed out at meeting to meeting minutes;
  - Should have paper and electronic copies as back-up;
  - Make sure you thoroughly document all votes and actions taken;
  - Minutes are open record. Establish a system where the public may access minutes if requested, either electronically or hard copy.
- **Voting:**
  - Votes should be taken on:
    - Financial matters, including annual budget;
    - Personnel matters;
    - Team matters;

- Annual plan of work;
- Actions necessary for moving the organization forward on the annual plan or work.

## Financials

- Annual Budget:
  - Establish a sustainable budget that diversifies revenue sources and defines expenditures by Personnel, Operating and Programming costs;
  - Align the budget to accomplish the annual plan of work;
  - Approve by the board of directors;
  - Present to all funding partners as needed.
- Maintain Financial Records:
  - Establish a bookkeeping system (Usually QuickBooks or similar program or city finance department);
  - Establish policy and system for paying payroll and invoices (MSNJ recommends two signatures on each check. You may consider three or four approved signatures and any combination is acceptable);
  - Manage ALL donations and contributions in accordance to nonprofit best practices and in accordance to the terms of the contributions (reporting, tax exemption receipts, etc.);
  - Responsibility of the organization’s Treasurer to report on financial status of the organization at each board meeting;
  - Conduct established audits or financial reviews by an outside source (CPA firm);
  - Establish division of financial duties as recommended by the auditors;
  - File 990’s and all tax reports.

## Telling Your Story – Organizational PR

- System for telling story-numerically, visually, aurally.
  - Articulate positive change numerically through:
    - Development of a tracking system for downtown properties and businesses- openings and closings, employees added or lost, public and private investments, change in property values due to improvements, etc.
    - Track impact of special events downtown-attendance, spending, leverage for other activities.
    - Create an Annual report.
    - Do the “Main Street Minute” at monthly Municipal public meetings; Share the 441:
      - 4 things your program did last month;
      - 4 things your program will do this month;
      - 1 big thing the elected officials and public should know about;
    - Publish statistics in e-/print newsletters, website, and always include in public presentations.
    - Track statistics for Reinvestment/ROI Reports compiled by MSNJ.
      - Budget and salary statistics (done by ED and Organization team);
      - Annual Statistical Summary (completed by ED and Economic Vitality, Design, and Promotion teams).

- 
- Articulate positive change visually through:
    - Before and After photos;
    - Use vacant store windows to advertise plans for downtown improvements;
    - Create a website, newsletter, YouTube® video channel, etc.;
    - Public presentations to partners or potential partners that will utilize this positive imagery;
    - Annual meetings and merchant/property owner meetings.

## **SAMPLE: WHISTLEBLOWER PROTECTION POLICY**

Yourtown Downtown Alliance (YDA) requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the YDA, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

### **Reporting Responsibility**

This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns internally so that YDA can address and correct inappropriate conduct and actions. It is the responsibility of all board members, officers, employees, and volunteers to report concerns about violations of YDA's code of ethics or suspected violations of law or regulations that govern YDA's operations.

### **No Retaliation**

It is contrary to the values of YDA for anyone to retaliate against any board member, officer, employee, or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, suspected fraud, or suspected violation of any regulation governing the operations of YDA. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.

### **Reporting Procedure**

The YDA has an open door policy and suggests that employees share their questions, concerns, suggestions or complaints with their supervisor. If you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the Executive Director, or a board officer. Supervisors and managers are required to report complaints or concerns about suspected ethical and legal violations in writing to the YDA's Executive Director (or designated board member), who has the responsibility to investigate all reported complaints. Employees with concerns or complaints may also submit their concerns in writing directly to their supervisor or the Executive Director or the organization's Board President.

### **Compliance Officer**

The YDA's Compliance Officer is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The Compliance Officer will advise the Executive Director and/or the Board of Directors of all complaints and their resolution and will report at least annually to the Treasurer on compliance activity relating to accounting or alleged financial improprieties.

### **Accounting and Auditing Matters**

The YDA's Compliance Officer shall immediately notify the Treasurer of any concerns or complaint regarding corporate accounting practices, internal controls, or auditing and work with the board until the matter is resolved.

### **Acting in Good Faith**

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

### **Handling of Reported Violations**

The YDA's Compliance Officer will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Compliance Officer\*: \_\_\_\_\_

Note: The Compliance Officer may be a board member, the Executive Director, or a third party designated by the organization to receive, investigate and respond to complaints.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Yourtown Downtown Alliance Contact information:

\_\_\_\_\_

Policy approved by the Yourtown Downtown Alliance Board of Directors on \_\_\_\_\_

## SAMPLE: BOARD SELF-EVALUATION

### CONSIDERATIONS FOR EVALUATION

- **O: Outstanding** - Consistent exceptional performance in all areas, exceeds position requirements
- **AA: Above Average** - Results exceed most position requirements, high quality performance
- **A: Average** - Competent and dependable level of performance that meets basic requirements of the position
- **NI: Needs Improvement** - Performance does not consistently meet position requirements & expectations
- **U: Unsatisfactory** - Performance is in need of immediate improvement
- **DK: Don't Know**
- **NA: Not Applicable**

1. Our mission statement clearly communicates what we want to achieve as an organization. \_\_\_\_
2. Board members understand and support the Main Street Four-Point Approach®. \_\_\_\_
3. We have a strategic work plan that guides our board, staff, and volunteers. \_\_\_\_
4. Our board and team meetings are well attended. \_\_\_\_
5. Our board members and officers are carefully recruited and selected. \_\_\_\_
6. Board members are aware of what is expected of them. \_\_\_\_
7. It seems like most board members are well prepared for meetings and participate fully. \_\_\_\_
8. Conflicts among directors do not interfere with the board's work. \_\_\_\_
9. Board members receive timely regular reports on finance, programs, and other important matters. \_\_\_\_
10. Board helps set fundraising goals, and directors are actively involved in fundraising. \_\_\_\_
11. All board members make annual financial contributions and support special campaigns. \_\_\_\_
12. Most board members attend our special events. \_\_\_\_
13. Board members effectively represent the organization in our community. \_\_\_\_
14. Board regularly monitors and evaluates progress toward strategic goals. \_\_\_\_

15. Our executive director's performance is evaluated annually. \_\_\_\_
16. The board's relationship with the executive director is one of mutual trust and respect. \_\_\_\_
17. The roles of board members and staff complement each other and do not conflict. \_\_\_\_
18. Each member of the board feels involved and interested in the board's work. \_\_\_\_
19. All necessary skills, stakeholders, and diversity are represented on the board. \_\_\_\_
20. I am proud to be a director of this organization. \_\_\_\_

Please list the three to five points on which you believe the board should focus its attention in the next year. Be as specific as possible in identifying these points.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## WELL-ROUNDED TEAM CHECKLIST

Teams of a downtown revitalization program using the Main Street Approach® 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 team should consider forming task groups to involve others in the effort for implementing specific projects and activities. These teams need a broad range of people to guide their 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 TEAM CANDIDATES ARE . . .**

#### **DESIGN TEAM**

- Architects.
- Real estate agents.
- Contractors.
- Downtown property owners.
- City planners.
- History buffs.
- Interior designers and florists.
- Graphic designers and artists.
- Architecture students.
- Historic preservation professionals.

#### **ORGANIZATION TEAM**

- Downtown merchants.
- Residents.
- Media representatives.
- Volunteer specialists.
- Downtown property owners.
- Civic group volunteers.
- Accountants.

#### **ECONOMIC VITALITY TEAM**

- Merchants.
- Realtors/mortgage brokers.
- Downtown property owners.
- Consumers.
- Marketing professionals and teachers.
- Developers.
- Stock brokers.
- Business students.
- The city's economic development staff.
- Small Business Development Center (SBDC) representatives.
- Economic Development Council (EDC) staff.
- Bankers.
- Historic preservation professionals.

## PROMOTION TEAM

- Downtown merchants and employees.
- Civic groups involved in the arts.
- School board members Marketing/advertising professionals.
- Teachers of marketing or design.
- Graphic designers and artists.
- Staff in advertising or tourism offices.
- People who want to be “part of the action.”

## RESPONSIBILITIES OF TEAM MEMBERS

- Commits to at least one year of service.
- Commits to monthly team meetings and to task group meetings if appropriate.
- Works three to five hours per month outside of team meetings.
- Attends training sessions related to team activities.
- Reads selected orientation materials.
- Learns about the Main Street Approach® to downtown revitalization.
- Recruits/orients new members.
- Prepares in advance for meetings.
- Cooperatively drafts an annual work plan.
- Takes responsibility for projects.
- Always presents the organization positively to the public.

### Roles of a Team Chair:

- Recruits team members.
- Runs meetings.
- Organizes work plans and keeps the team on track with work plans.
- Forges consensus.
- Is a spokesperson on behalf of the team to the board and vice versa (This doesn't mean the chair has to be a board member. Programs should have board representation at the team level to be a two-way conduit of information).
- Works to coordinate projects with staff.
- Does the paperwork, including minutes, work plans, evaluations and team records.

### Qualities of an Effective Chairperson:

- Understands and teaches others about the Main Street Approach®.
- Has a genuine desire to lead the team and make great things happen.
- Has strong organizational skills.
- Is a team player!
- Enjoys learning.
- Enjoys managing people and projects.
- Facilitates group discussion.
- Makes sure meeting agendas stay on track.
- Maintains a positive attitude that inspires and encourages others.
- Respects other people's viewpoints and skills.
- Can manage diverse personalities and conflicts.
- Communicates the team's goals and progress to members and the public.
- Displays integrity, self-confidence, persuasiveness, decisiveness, and creativity.



# Staffing Your Organization

## EXECUTIVE DIRECTOR'S AREAS OF RESPONSIBILITY

The executive director has a variety of job functions. Major areas of responsibility include:

- Coordinating volunteers to accomplish activities of the downtown revitalization program.
- Managing administrative aspects of the program.
- Developing, in conjunction with the board, appropriate downtown revitalization strategies.
- Developing and conducting, in conjunction with the board and organization team, ongoing public awareness and education programs.
- Assisting business and property owners with business and property improvement projects.
- Encouraging a cooperative climate with other downtown or community organizations.
- Helping to build productive relationships with appropriate public entities.
- Developing and maintaining a data system to track the progress of the local program.
- Serving as an advocate for downtown issues at local and state level.
- Working toward developing skills as a downtown management professional.

Related to each of these major functions, the executive director has several more specific areas of responsibility that include:

- Coordinating activity of downtown revitalization program teams:
  - Ensure communication is established;
  - Assist with implementation of work plan;
  - Provide ongoing volunteer support and encouragement.
- Managing administrative aspects of the program:
  - Record-keeping and accounting;
  - Budget development (jointly with board and/or president and treasurer);
  - Purchasing;
  - Preparing and filing reports;
  - Filing legal documents (jointly with board and/or president and secretary);
  - Supervising other regular or contractual employees.
- Developing, in conjunction with the board, appropriate downtown revitalization strategies:
  - Identification of unique assets and resources;
  - Identification of concerns and issues;
  - Development of a work plan that focuses on all four points of the Main Street Approach®.

- Developing and conducting, in conjunction with the board and subcommittees of the board, ongoing public awareness and education programs:
  - Fostering public understanding of the downtown revitalization program’s mission and goals;
  - Keeping the program in a positive light in the eyes of the public;
  - Developing a cooperative relationship with the media.
- Assisting business and property owners with business and property improvement projects:
  - Providing ongoing communication, advice, and guidance;
  - Coordinating consulting services of the state or local program;
  - Personal consulting or finding additional professional consultation as appropriate.
- Encouraging a cooperative climate with other downtown or community organizations:
  - Building opportunities for partnership with the local chamber and other economic development and tourism organizations;
  - Identifying and maintaining contact with other key downtown/neighborhood organizations.
- Helping to build productive relationships with appropriate public entities:
  - Developing and maintaining relationships within city government.
  - Identifying and maintaining contact with other important public entities (elected and staff).
- Developing and maintaining a data system to track the progress of the local program:
  - Revitalization statistics required by the Main Street NJ Program and the National Main Street Center;
  - Economic investment;
  - Building inventories;
  - Photographic documentation;
  - Job creation and business retention;
  - Volunteer participation.
- Serving as an advocate for downtown issues at the local and state level:
  - Familiarity with, and understanding of, local concerns and issues;
  - Speaking effectively on the program’s goals, issues, and results;
  - Working to improve public policy relating to issues affecting downtown.
- Working toward developing skills as a downtown management professional:
  - Taking advantage of training opportunities provided through the state program;
  - Identifying other opportunities for personal and professional growth.
- Attending at least four sessions of the NJ Downtown Institute once hired and the annual Main Street Now Conference.

## HIRING AN EXECUTIVE DIRECTOR

Main Street is designed as a volunteer-driven revitalization program, but hiring an executive director is one of the most important actions a Main Street board will take. Before hiring staff, it's important for the organization to determine both current and future needs in addition to defining what knowledge, skills and characteristics a person must possess to be the ideal executive director candidate. The prototypical type of person who makes a good ED is:

- YOUNG (in thought).
- INTELLIGENT (quick to learn).
- ACTION-ORIENTED (a doer not just a talker).
- GOOD WITH PEOPLE (the people in your town).
- TEACHABLE (anxious and willing to learn).
- ENTHUSIASTIC (sees the position as an open door to a bigger world).
- ACCEPTABILITY (an appearance and social stature that will allow the executive director to be accepted in your community).
- SAVVY (capable of sizing up people and situations; knowing when to listen).
- CAUSE-ORIENTED (can take on downtown as a personal cause, so that the successes of downtown become personal accomplishments).

### THE 10 STEP PROCESS:

- 1. Notify MSNJ** as soon as you know you will be facing a staff transition (within 48 hours per the Letter of Agreement.)
  - MSNJ will be able to supply you with sample job descriptions, evaluation forms, interview questions, etc.
  - MSNJ may also know of persons who may be a fit for your position and will share those resumes as appropriate.
- 2. Determine who is making up the Search Team** and ensure that the Team is empowered by the Board to manage this process through to conclusion.
  - The Team will want to develop a Transition Binder for your organization – MSNJ has best practices for this.
- 3. Determine and prioritize the key three to five essential core criteria** for evaluating candidates in each of these areas as related to desired outcomes for your organization and district; define these criteria and provide maximum (weighted) scores that reflect their importance in the MSNJ ED Search Matrix:
  - Characteristics/personality.
  - Skills/skill sets.
  - Experience.
- 4. Take the transition to the media** in a positive way.
- 5. Determine the timeframe** of the hire process (typically six to twelve weeks) as well as the targeted start date for the ED.
- 6. Write and share ads** (digital/print) with MSNJ for feedback/guidance.

**7. Place the ads** (MSNJ will also simultaneously share with its email networks) with a fixed deadline within the timeframe. Typically you will want to give a four to six week response window for resumes and collateral material as needed.

- Print (local, regional newspapers/mirror sites).
- Email (to your networks).
- NMSC Website (free) - National Trust's Main Street Center: <http://www.preservationnation.org/career-center/post-a-job-form.html#.VyoL3dKDGko>.
- Other websites to consider:
  - International Downtown Association: [http://jobs.ida-downtown.org/r/jobs/post/index.cfm?site\\_id=19339&msessid=dyN9g](http://jobs.ida-downtown.org/r/jobs/post/index.cfm?site_id=19339&msessid=dyN9g)
  - NJ Chapter of the American Planning Association: <http://njplanning.org/resources/job-postings/submit-a-job-form/>
  - Downtown New Jersey: <http://www.downtownnj.com/>
  - Idealist: <http://www.idealist.org/add-org>
  - LaSalle NonProfit Center: <http://www.findnonprofitjobs.org/philadelphia/submit-a-listing>
  - Planetizen: <http://www.planetizen.com/jobs/submit>
  - Center for Nonprofits: <http://njnonprofits.org/JobPost.html>
  - Bloustein School-Rutgers University: <http://policy.rutgers.edu/students/careers/email:krystyn.kitto@rutgers.edu>
  - Next City: <https://nextcity.simply-partner.com/simplypost/post-job/>
  - Also consider posting on LinkedIn, Craigslist, etc.

**8. Receive and initially grade all resumes** based on the prioritized criteria agreed upon by the Team above.

We recommend using the MSNJ ED Search Matrix.

- Share them with MSNJ for triage and grading as well.
- Determine six to ten candidates in order of grading.
- Send brief and boilerplate thank you letter/emails to all applicants.
- Reference Checks done by Team (MSNJ may be able to assist).

**9. Initiate local interview process:**

- 1st Interview (Schedule with MSNJ present).
  - Top six qualified candidates from resume scoring;
  - Led by search team chair;
  - All team members are assigned/choose "their" questions;
  - Consider MSNJ suggested questions as basis;
  - Keep questions consistent (90%) in 1st interview;
  - MSNJ staff will ask questions or follow up as well, but not lead process.
- Reference Checks done by Team (MSNJ may be able to assist) if not already done.
- 2nd Interview (Live and under Fire: Downtown walk around/stakeholder meetings and/or project presentation).
  - Top two to three candidates from interview scoring;
  - Led by search team member;
  - For walk around: Visit with district stakeholders, other Board members, and officials, allowing each candidate to interact live without interference or assistance;
  - For project: have candidates present project to Board live. Project may be a work plan, event concept, or some other aspect of your program's activities.
- Determine/Refine compensation package (offers).
  - MSNJ will supply data from the most recent salary survey for current salary ranges for your region of the state;

- Develop a contract that defines the salary, leave time, benefits, and expectations for the position. (See Sample Contract)
- Final grading and choice.
  - Team recommends top two choices to Board for approval pending official offer and signing of contract.

#### **10. Make offer(s) and hire...**

- Board contacts top choice to determine acceptance. If top choice does not accept, Board contacts the second choice.
- Thank you letters/emails to all interviewees.

### **POST-HIRE EXECUTIVE DIRECTOR ACTIVITIES:**

#### Welcoming Reception - Within two weeks of start date

- Make your new Executive Director feel welcome by hosting a reception in his or her honor. Invite the general public and the media.
- Issue a press release for print and digital media to introduce him/her to the community and use this as a PR opportunity to (re)promote your organizations mission and activities.

#### Main Street Orientation - Within four weeks of start date

- As per your Letter of Agreement (LOA) with the MSNJ, when a program changes or adds an Executive Director, it is the responsibility of the local program that the new Executive Director attends Main Street New Jersey Orientation within four (4) weeks of starting the job.
- This training is typically 3-4 hours and is offered to be held in Trenton at the MSNJ offices.

#### Main Street 101 Training - Within nine months of start date

- As per your Letter of Agreement (LOA) with the MSNJ, when a program changes Executive Directors, it is the responsibility of the local program that the new Executive Director attends Main Street 101 training within nine months unless the new ED already has verifiable Main Street training that is acceptable to MSNJ.
- If the training is not offered in NJ during that time, the local program must send the ED to training in another state or at the National Main Street Center at its own expense; OR
- This training may also be acquired at the National Main Streets Conference (Main Street Now) on an annual basis.
  - Per the LOA the ED must also attend the NMSC annually and receives a registration scholarship from MSNJ.

#### Downtown Revitalization & Management Institute - Within 18 months of start date

- As per your Letter of Agreement (LOA) with the MSNJ, when a program changes Executive Directors, it is the responsibility of the local program that the new Executive Director attends and is certified by immediately completing all four (4) New Jersey Downtown Institute sessions.
- This training is offered quarterly at locations around New Jersey.

#### Activities for Your New Executive Director during the first few weeks

- Meet with all Teams/Committees and Board Members.
- Meet every business owner in the Downtown. Even if you hire a local resident, your new ED should personally meet everyone face-to-face in his or her new position.

- You may even wish to develop a survey of questions he or she could ask to solicit opinions from Downtown businesses;
- Board Members may take turns taking the new ED to all businesses.
- Specifically meet with the Treasurer so the financials and organizational financial policies can be explained in detail.
- The ED should also meet with funding contributors/investors and other key partners for your Main Street program, such as municipal officials, Chamber of Commerce, Regional Planning office, etc.
  - These meetings may best be done with a Board Member accompanying them initially.
- Review your Transition Binder as prepared by the former ED, Board, or its designees.
  - This would help the ED become more familiar with your program and district.
- Contact MSNJ with any questions regarding the State-Local relationship, Monthly ROI Reporting requirements and process, and other questions as needed.
- The ED must sign up for the National Main Street List-Serv. MSNJ will assist with this as needed.

#### Monthly ROI/Reinvestment Reporting to MSNJ

- While ultimately responsible to MSNJ for the ROI Reporting by the 15th of each month, the new ED should be assisted in doing the reports (especially to catch up with any missing months) by the Board or subset of the Board.
  - MSNJ will provide additional training and walk-throughs of the reporting system as needed.

#### ED/Board Culture

- ED meets with Board President every week, even for 15 minutes.
- Outside of Board Meetings, the Board funnels its requests through the Board President to the ED.
  - The ED works for the Board, but has one boss, and that boss is the Board President;
  - Do not have all Board members pushing and pulling the ED in various directions.

#### ED Progress Reviews/Assessments

- For the first year, the ED meets with Board Personnel Team for a two-way review at:
  - One month;
  - three months;
  - six months;
  - twelve months.
- For the subsequent years, the ED meets with Board Personnel Team for a two-way review on an annual basis or as needed for special circumstances.
- See example form on page 75.



18 - PR for Executive Director Hiring, Metuchen Downtown Alliance

## SAMPLE: EXECUTIVE DIRECTOR INTERVIEW QUESTIONS

Questions should be phrased to encourage specific examples of how the applicant has dealt with a situation or organized an activity (i.e. doesn't engender just a statement of personal philosophy). Questions might include:

1. Why does this particular job interest you?
2. What do you currently know about our program, if anything?
3. Why are you interested in downtown revitalization?
4. Can you tell us about the most rewarding job you've ever had?
5. To the best of your understanding, please tell us how your previous experience and education relates to this position?
6. Please describe one or two of your most important accomplishments (personal or work related).
7. What motivates you in your job and career?
8. Do you work best in an independent or group situation?
9. If selected for this position, what would your plans be for your first month on the job?
10. What kind of public speaking experience do you have?
11. Can you provide examples from your experiences that demonstrate your ability to work productively with others?
12. Describe for us a specific time when you disagreed with a workmate or someone else on how to accomplish a task. What did you end up doing to get the task done, and how successful were you?
13. Tell us about a specific time when you were required to complete multiple tasks and assignments during the same time period. How did you handle the situation? Please be specific about the number of assignments, the actions you took, the reasons for the actions, and the result.
14. In your opinion, what is your best work trait or quality? On the flip side, what is your least desirable work trait?
15. What do you think are the most important skills and traits necessary to succeed in this job?
16. Please describe your social media experience and the types of programs you're comfortable using?
17. Why should we bother with downtown? What makes it worth the time and money we're about to spend?
18. Give some reasons why a business/property owner should fix up (make an investment in) his/her building.
19. How would you approach recruiting a new business? What would you anticipate to be the major factors?
20. Are there any questions you wish we would have, or should have, asked you, or is there anything you'd like to ask us about the job?

Look for the “natural” personal characteristics to come through. A set of standard questions (same for every applicant) should be prepared ahead of time for each interview and allocated to the various team members. These questions should not, however, dissuade follow-up questions from anyone during the process.

Following the interview, team members need to rate or make notes about the candidate, and perhaps discuss the interview. Make sure that your comments get to the issues (did I like this person, will our town like him/her, what characteristics did I perceive). Selection of finalists should be based on consensus.

Depending on the size of the group, you won’t make everyone happy. Nonetheless, if the hiring team is not satisfied with their final choices, they need to go back through the resumes and interview further. Do not hire someone you don’t feel very good about! Common mistakes that communities make are:

- Being too hasty in getting a person on board and not waiting for the best person for the job.
- Hiring someone who is overly skilled in only one area of the Main Street Four-Point Approach®, and not being at all skilled with organizational development or other components of the program.
- Hiring a local who may already have established ties, cliques, and biases—although there are exceptions to the rule, it is sometimes better for programs in communities with populations over 5,000 to bring in someone from the outside who can take a fresh look at your downtown.

## EXECUTIVE DIRECTOR’S ROLES

### **Team Development:**

- Helps the teams and the chair learn the mechanics of team management; provides expert advice and concise information on revitalization and the Main Street Approach®.
- Collaborates with team members and chair as a strategist/planner.

### **Work Plans:**

- Assists team members in developing work plan document.
- Helps team members complete their projects but doesn’t assume responsibility for those activities.
- Integrates own work plan with the team’s work plan.

### **Fundraising Activities:**

- Coordinates fundraising campaigns, newsletter production, volunteer communications, and financial systems.
- Helps members coordinate projects.

### **Promotional Projects:**

- Coordinates production of PR, graphic image, and other promotional materials.
- Helps members coordinate special events, retail promotions, and advertising activities.

### **Rehabilitation and Design Projects:**

- Coordinates information on design assistance and financial incentives for building owners.
- Acts as first contact for the public on preservation issues in the commercial district.

### **Economic Vitality Projects:**

- Coordinates data collection, analysis, financial incentive programs, and other economic development activities.
- Helps members coordinate business improvement seminars and workshops.

**Volunteer Management:**

- Helps chair develop good systems for recruitment, supervision, and reward of volunteers.
- Helps develop volunteer capacity of teams by participating in recruitment efforts.

**Team Meetings:**

- Attends most meetings to provide technical information and professional opinions.
- Helps strategize and develop solutions.
- Works with chair to assure that decisions and assignments are made and completed.

**Executive Directors don't . . .**

- Run team/board meetings or take minutes.
- Have authority over the team or its structure.
- Take on the majority of tasks in the work/action plans.
- Take the lead on donor solicitation & fundraising.
- Take the lead on organizing or running events and projects.
- Report team updates at board meetings.
- Sign his or her own paycheck.
- Manage the accounting alone (that's the treasurer's responsibility and may be done jointly).
- Write the newsletter.
- Voice organizational opinions without the approval of the board of directors.



19 - Great American Main Street Award, Downtown Westfield Corp.

## SAMPLE: EXECUTIVE DIRECTOR JOB DESCRIPTION

### 1. Work Objectives

The executive director coordinates activity within a downtown revitalization program utilizing historic preservation as an integral foundation for downtown economic development. He or she is responsible for the development, conduct, execution, and documentation of the downtown association. The executive director is the principal onsite staff person responsible for coordinating all program activities locally as well as representing the community regionally and nationally as appropriate.

### 2. Full Range of Duties to be Performed

- a. Coordinates the activities of downtown association teams, ensuring that communication between teams are well established; assists teams with implementation of work plan items.
- b. Manages all administrative aspects of the association, including purchasing, record keeping, budget development and accounting. Prepares all reports required by the Main Street New Jersey Program and by the National Main Street Center. Assists with the preparation of reports to funding agencies and supervises part-time employees or consultants.
- c. Develops, in conjunction with the downtown association's board of directors, strategies for downtown economic development through historic preservation utilizing the community's human and economic resources. Becomes familiar with all persons and groups directly or indirectly involved in the downtown commercial district. Mindful of the roles of various downtown interest groups, assists the downtown association's board of directors and teams in developing an annual action plan focused on four areas: Design, Promotion, Organization, and Economic Vitality.
- d. Develops and conducts 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 downtown association's goals and objectives. Through speaking engagements, media interviews, and public appearances, keeps the association highly visible in the community.
- e. Assists individual tenants and property owners with physical improvement programs through personal consultation or by obtaining and supervising professional design consultants; assists in locating appropriate contractors and materials; when possible, participates in construction supervision; provides advice and guidance on necessary financial mechanisms for physical improvements.
- f. Assesses the management capacity of major downtown stakeholder groups and encourages participation in activities such as promotional events, advertising, uniform store hours, special events, business recruitment, parking management, and so on. Provides advice and information on successful downtown management. Encourages a cooperative climate between downtown interests and local public officials.
- g. Advises downtown merchants' organizations and/or Chamber of Commerce retail teams on program activities and goals. Assists 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. Works closely with the local media to ensure maximum event coverage. Encourages design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
- h. Helps build strong and productive working relationships with appropriate public agencies at the local and state levels.
- i. Utilizes the Main Street Approach® and develops and maintains data systems to track the process and progress of the local association. 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. Represents the community at the local, state, and national levels to important constituencies. Speaks effectively on the association's directions and findings, and always mindful of the need to improve state and national economic development policies as they relate to smaller communities.

### **3. Resource Management Responsibilities**

The executive director supervises any necessary temporary or permanent employees as well as professional consultants. He or she participates in personnel and program evaluations. The executive director maintains local association records and reports, establishes technical resource files and libraries, and prepares regular reports for the state Main Street program and the National Main Street Center. The executive director monitors the annual program budget and maintains financial records.

### **4. Job Knowledge and Skills Required**

The executive director 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 executive director must understand the issues confronting downtown business people, property owners, public agencies, and community organizations. The executive director must be entrepreneurial, energetic, imaginative, well organized, and capable of functioning effectively in an 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 and signed by a representative of the downtown organization and the executive director.

---

President

---

Date

---

Employee

---

Date

## SAMPLE: EXECUTIVE DIRECTOR EMPLOYMENT AGREEMENT

EMPLOYMENT AGREEMENT Between [name of contracting organization] and [name of employee].

This contract for professional services, made this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, by and between

\_\_\_\_\_ [the contracting organization]  
(hereinafter referred to as the Main Street Board),

and \_\_\_\_\_ [name of employee]  
(hereinafter referred to as the “Executive Director”).

WITNESSETH THAT: WHEREAS, the Main Street Board desires to engage the Executive Director to render professional services hereinafter described in this document, including Attachment 1, entitled “Executive Director Job Description,” which is attached hereto and made a part hereof for all purposes.

NOW, THEREFORE, the parties do mutually agree as follows:

### 1. Employment of the Executive Director

The Main Street Board hereby agrees to engage the Executive Director and the Executive Director hereby agrees to perform the services set forth in the job description, included here as Attachment 1. The Executive Director will report directly to the Main Street Board president.

### 2. Time of Performance

The services of the Executive Director are to commence no later than \_\_\_\_\_, 20\_\_\_\_ and shall continue for one year from this date.

### 3. Renewal of Agreement At the time of this Agreement’s natural termination:

The Main Street Board shall review the performance of the Executive Director. Should the performance of the Executive Director be found satisfactory with regard to the job description (Attachment 1), the Main Street Board may, at its option, elect to renew this Agreement with the Executive Director for an additional year [or years].

### 4. Method of Payment:

The Executive Director shall be a salaried employee of the Main Street Board and shall receive an annual salary of \$\_\_\_\_\_, payable in [24 semi-monthly installments]. The Main Street Board shall be responsible for withholding and payment of local, state, and federal taxes, social security payments, workers’ compensation contributions and all other such payments and contributions required by local, state or federal law.

### 5. Obligations of the Main Street Board:

The Main Street Board will provide the following items:

- a benefits package as outlined in Attachment 2 (found in this handbook on page 67);
- a private office for the Executive Director located at [address];
- office equipment as follows: a computer system, photocopier (or access to one), telephone and answering machine (or service), and other items as reasonably necessary to perform the duties of this job.

**6. Performance Review and Salary Adjustments:**

One, three, and six months after the commencement date of this Agreement, the Main Street Board shall review the performance of the Executive Director. Performance reviews will then occur annually during the anniversary month of hire. At this time a salary review will occur, with a possible salary adjustment based on execution of the Executive Director’s job description.

**7. Changes:**

The Main Street Board may require changes in the job description as performed by the Executive Director. Such changes, including any increases or decreases in the Executive Director’s salary, which are mutually agreed upon by and between the Main Street Board and the Executive Director, shall be incorporated as written amendments to the Agreement.

**8. Termination of Agreement by Main Street Board:**

If, through any cause, the Executive Director shall fail to fulfill in a proper manner the obligations under this Agreement, or if the Executive Director shall violate any of the covenants, agreements, or stipulations of this Agreement, the Main Street Board shall thereupon have the right to terminate this Agreement by giving written notice to the Executive Director of such termination and specifying the effective date thereof, at least fourteen (14) calendar days before the effective date of such termination. The Main Street Board will be obligated to make payments only for the services performed by the Executive Director prior to the effective date of termination of this Agreement.

**9. Termination of Agreement by the Executive Director:**

The Executive Director shall have the right to terminate this Agreement by giving written notice to the Main Street Board of such termination and specifying the effective date thereof, at least fourteen (14) calendar days before the effective date of such termination. The Executive Director will be eligible to receive payments only for the services performed prior to the effective date of termination of this Agreement.

IN WITNESS WHEREOF, the Main Street Board and the Executive Director have executed this contract as of the date first written above.

Main Street Board by: \_\_\_\_\_ Name/Title

Executive Director by: \_\_\_\_\_ Name/Executive Director

## SAMPLE: PROGRAM MANAGER BENEFITS PACKAGE

*The Main Street Board will provide the following benefits to the Executive Director:*

**1. Leave Time/Time Off with Pay:**

The Executive Director will receive ten (10) days of leave time per year beginning with the effective date of this agreement. Leave time must be approved in advance by the Main Street Board president. Should the Executive Director terminate the position, no payment will be made for accrued but unused leave time. The Executive Director will be allowed five (5) days of paid time off for consulting, either paid or unpaid.

**2. Sick Leave:**

The Executive Director will receive five (5) days of sick leave time. When ill, the Executive Director must make every effort to contact the Main Street Board president early in the day.

**3. Holidays:**

The Program Manager will receive the following as paid holidays: the Fourth of July, Labor Day, Thanksgiving, the Day after Thanksgiving, Christmas Eve, Christmas Day, New Year's Day and Memorial Day.

**4. Mileage:**

Business related mileage will be reimbursed, with proper documentation, at the current rate allowable by the IRS per mile. Reimbursement shall be made monthly, based upon submittal of the appropriate mileage documentation.

**5. Expenses:**

Subject to review by the Executive Team, expenses shall be reimbursed for travel subject to appropriate documentation.

- An allowance of \$200 per year will be provided for membership dues to service clubs.

**6. Health Care Benefits:**

The Main Street Board shall reimburse the Executive Director for participation in a health care plan jointly approved by the Executive Director and the Executive Team.

**7. Compensation Time:**

The Executive Director will receive compensation time for meetings scheduled outside of normal work hours, to begin after the compensation time has accrued to fifteen (15) hours. All compensation time must be taken within three months of earning it.

## SAMPLE: EMPLOYEE PERFORMANCE REVIEWS

Employee Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

First Date of Employment: \_\_\_\_\_

Evaluation Completed By: \_\_\_\_\_

Progress Review Annual Review Date: \_\_\_\_\_

Date of Last Evaluation: \_\_\_\_\_

Reviewed and Discussed on (date): \_\_\_\_\_

by: \_\_\_\_\_  
(Employee signature)

and: \_\_\_\_\_  
(Supervisor signature)

### Ratings:

- **O:** Outstanding - Consistent exceptional performance in all areas; exceeds position requirements
- **AA:** Above Average - Results exceed most position requirements, high quality performance
- **A:** Average - Competent and dependable level of performance that meets basic requirements of the position
- **NI:** Needs Improvement - Performance does not consistently meet position requirements & expectations
- **U:** Unsatisfactory - Performance is in need of immediate improvement
- **NA:** Not Applicable

### 1. Problem Solving & Decision Making \_\_\_\_\_

- Shows good judgment \_\_\_\_\_
- Willing/able to make timely, fact-based decisions \_\_\_\_\_
- Ability to work under pressure \_\_\_\_\_
- Asks appropriate questions \_\_\_\_\_
- Organized approach to assignments \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Productivity \_\_\_\_\_

- Quantity of work \_\_\_\_\_
- Quality of work \_\_\_\_\_
- Ability to follow and reach goals \_\_\_\_\_
- Completion of projects and reports \_\_\_\_\_
- Timeliness of completion of projects and reports \_\_\_\_\_
- Effective use of time \_\_\_\_\_
- Ability to focus on tasks at hand \_\_\_\_\_
- Ability to concentrate on position \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Versatility \_\_\_\_\_

- Willing to try new ideas \_\_\_\_\_
- Responsive to change \_\_\_\_\_
- Innovative \_\_\_\_\_
- Utilizes internal and external resources effectively \_\_\_\_\_
- Willing to accept responsibility \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Job Knowledge \_\_\_\_\_

- Level of knowledge in current position \_\_\_\_\_
- Keeps up with current and future trends and programs \_\_\_\_\_
- Continues education, informal and formal \_\_\_\_\_
- Has working knowledge of internal office happenings \_\_\_\_\_
- Understands equipment required to perform job \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Planning \_\_\_\_\_

- Anticipates upcoming events/potential problems \_\_\_\_\_
- Has contingency plans \_\_\_\_\_
- Understands and sets realistic goals \_\_\_\_\_

- Properly prioritizes goals \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Attitude \_\_\_\_\_

- Enthusiasm \_\_\_\_\_
- Cooperation/teamwork \_\_\_\_\_
- Able to self-motivate with little or no supervision \_\_\_\_\_
- Attitude towards job \_\_\_\_\_
- Attitude towards external public/stakeholders \_\_\_\_\_
- Attitude towards board members \_\_\_\_\_
- Attitude towards teams \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Communication \_\_\_\_\_

- Written \_\_\_\_\_
- Verbal \_\_\_\_\_
- Phone \_\_\_\_\_
- Ability to listen \_\_\_\_\_
- Media \_\_\_\_\_
- Internal (within office) \_\_\_\_\_
- Body Language \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. Volunteers/Teams \_\_\_\_\_

- Ability to recruit \_\_\_\_\_
- Ability to coordinate \_\_\_\_\_
- Ability to motivate \_\_\_\_\_
- Ability to show recognition \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. Behavior Patterns \_\_\_\_\_

- Professional appearance \_\_\_\_\_
- Neat and orderly work area & office public space \_\_\_\_\_
- Respectful of others, objective and non-judgmental \_\_\_\_\_
- Absenteeism/tardiness \_\_\_\_\_
- Follows wishes/decisions of board \_\_\_\_\_
- Trustworthy and dependable \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Additional Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**EXECUTIVE DIRECTOR FEEDBACK**

What could be done to improve the office environment? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What could be done to help you more effectively perform your job? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What is your strongest on-the-job asset? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What is one job related skill that you feel you need to improve upon? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# Planning For Success

## DEVELOPING A MISSION & VISION STATEMENT

Board Source™, a national nonprofit organization whose mission is to advance the public good by building exceptional nonprofit boards and inspiring board service, defines a Strategic Plan as a written document that defines an organization's over-arching strategies and major areas of work for three to five years to achieve the organization's mission. They recommend a four phase process that builds upon one another to accumulate wisdom about the organization, its environment and involves stakeholders in the process to assure that the resulting Strategic Plan contains a comprehensive understanding of the preferred future of the organization. MSNJ promotes this process and uses it for local Main Street New Jersey programs, adding the word and intent of "Implementation" to what we call a Strategic Implementation Plan.

According to Board Source™, and adapted by MSNJ, the four phases of Strategic Implementation Planning are:

1. Understand the internal and external context through a Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise and report on observations and recommendations.
2. Gain feedback about current and future activities of the local Main Street community through an on-line survey of stakeholders to gain feedback from Board members, members, partner organizations, donors, and area residents and a brief report on survey findings.
3. Review of the current mission statement, create a five year vision statement and agree on goals, strategies and action plans for the future.
4. Write the Strategic Plan for review and adoption by the local Main Street Board of Directors.

Below are the specific activities and deliverables for each component part.

### 1. SWOT

*Understanding internal and external context through a "Strengths, Weaknesses, Opportunities and Threats" exercise and report on observations and recommendations.*

This is a three-hour evening meeting with the local Main Street Board members, key partner organizations in the community, business owners, merchants, volunteers and selected stakeholders the local program will invite, ideally no more than 35-40 people. The meeting will require a facilitator and ultimately result in a report.

The SWOT exercise is a feedback mechanism to help the local Main Street Board to consider factors that might be overlooked as it shapes the future of the organization. SWOT analysis often happens at the start of a Strategic Implementation Planning process as a means to

gather input from the most invested stakeholder groups about the current condition of both the downtown and the Main Street organization. The exercise acknowledges both internal and external environments in which the organization must work. Your program will need to record observations about the organization from this exercise and consider recommendations about suggested activities that can be undertaken quickly to advance the organization's agenda within the next few months to set the organization up for the rest of the Strategic Implementation Planning process. The SWOT analysis also helps clarify or amplify questions in the online stakeholder survey, the next component of the Strategic Implementation Plan.

The local Main Street staff will identify invitees and send invitation letters to all invitees to this meeting and thank them for attending. The local Main Street organization will be responsible for costs for refreshments, snacks/food, site rental or other costs. MSNJ can make suggestions about whom to invite and provide draft invitation letter and agenda. A facilitator (local or through MSNJ) will serve as host and conduct the SWOT which will involve several small group exercises. MSNJ can make suggestions about meeting room logistics and other event needs.

**Deliverable:** Unless the process is being led by MSNJ or its consultants, your program will need to write up raw notes from SWOT meeting and produce a short report in memo form, of three to five (3-5) pages, in addition to the raw notes from the meeting (4-6 pages). The memo will contain observations and recommendations for the future of the local Main Street organization. The memo is to be shared with the Board. The Board will review the SWOT report at the next regularly scheduled meeting.



20 - Planning for Success with Jackson Hill Main Street in Jersey City

## 2. ONLINE SURVEY

*Gain feedback about current and future activities through an online survey to gain feedback from Board members, members, partner organizations, merchants, property owners, and area resident/shoppers. Prepare a report on survey findings.*

Gain feedback about current and future activities through an online survey to gain feedback from Board members, members, partner organizations, merchants, property owners, and area resident/shoppers. Prepare a report on survey findings.

Create a draft comprehensive online survey to gather opinions from stakeholder groups about current and future activities of the local Main Street organization. MSNJ will provide questions based on the SWOT

analysis findings, and make editorial suggestions about the survey layout and content to the local Main Street staff member who will manage this process. The local organization will pay the online survey company monthly fees (about \$30 a month for three or four months). The survey instrument, hosted online, will be approximately three to four pages of closed and open-ended questions including key demographic questions (total of about 25 questions). We suggest that the survey link be sent to the following local stakeholder groups:

1. Current Main Street Board members and former board members.
2. Current committee members and all volunteers.
3. All merchants and property owners.
4. All elected and appointed government officials.
5. All local preservation, history and economic development organizations.
6. All partner organizations.
7. Municipal and nonprofit policy makers with whom the organization works regularly.
8. Educational organizations, schools, or other groups with whom the organization regularly works.
9. Any email list the organization uses (such as for an E-newsletter).
10. Post the survey to the organizations Facebook page, Twitter feed, Instagram or Pinterest and website.

The survey should be advertised widely through social media outlets, the organization's e-newsletter, member emails, through partner organization emails, and on the organizations web site. The survey should be open for a minimum of three weeks and should achieve at least 400 responses to be statistically significant. It may be helpful if there is an incentive to enter and complete the survey such as a small prize or gift certificate. We have found that a \$50 or \$100 gift certificate to local stores/restaurants works well, as do local business gift baskets. This small prize should be offered to a randomly drawn name from those willing to provide contact information to claim the prize at the end of the survey period. All names will be collected for the organization's data base and email list.

We recommend sending at least two or three reminder emails/newsletters to the largest email list, and to post the survey several times on social media outlets to get the best response. Unless the process is being led by MSNJ or its consultants, your program will analyze the results especially the open ended comments, and prepare a report of with findings and interpretation. It may be helpful to also include several appendices with the raw survey results and the open ended comments sorted by topic. This work will be entirely managed by the local Main Street staff and volunteers including encouraging participation to obtain complete survey responses for this portion of the Strategic Implementation Planning process.

**Deliverable:** Unless the process is being led by MSNJ or its consultants, your program will prepare a list of questions based on the SWOT analysis, work with your Main Street staff and small group to test survey, launch survey. MSNJ can advise on how many notices to send out for the best response. You will prepare a findings report in PDF format. The survey is promoted by the local Main Street staff and program.

### 3. VISIONING AND GOAL SETTING

*Review of the current mission statement (or create a new one), create a five-year vision statement and agree on goals, projects and tasks for the next five years at an evening meeting with the local Main Street Board and select stakeholders.*

An evening meeting about three hours, with the Board and a portion of the same group that attended the SWOT exercises (attendees subject to discretion by the local Main Street community). There would be ideally



21 - Main Street Volunteers and Staff Attend NJ Downtown Institute

25 people at this meeting. The local Main Street staff will plan and invite the Board and/or stakeholders to the meeting, with advice from MSNJ as needed. We recommend using the new methodology suggested from the Main Street Refresh process. Unless the process is being led by MSNJ or its consultants, your program will make sure to provide a timed agenda in advance, prepare for and facilitate the meeting and write the resulting Strategic Plan.

You should also review the current mission statement or create one if you do not have one. If changes are needed, MSNJ can prepare a new version of the mission statement for the Board to consider after the meeting.

### ***MISSION STATEMENT: Who you are and what you're doing***

A mission statement is a short description of your organization's purpose stated clearly and simply and communicates the Main Street organization's sense of purpose and overall direction. It should state who your group is (the name and type of agency), what you do and where you do it, and distinguish your organization from others in the community.

Keep the statement flexible so it will stay relevant as your organization evolves. Mission statements should be only a few sentences. A good mission statement is the organization's "elevator speech," a short answer about what your organization does that you can recite during an elevator ride. Post your mission statement to your website and include it in your annual report, newsletters, press releases and other materials. While your mission statement won't list projects or initiatives, it will serve as the starting point for developing an annual work plan and will prevent your organization from taking on work that exceeds your program's purpose. If someone proposes taking the organization in a new direction or tackling a major new project, board members can refer to the mission statement to see if the new project or direction adheres to the mission.

The purpose of the meeting is to develop a vision of the preferred future of the organization and to identify a handful of strategic goals, projects and tasks to implement over the next five years. Prior to the meeting, you will circulate both the SWOT analysis report, and the results of the online survey to attendees. You will take questions about these documents from participants at the start of the meeting. You will also make some brief remarks about issues or concerns (if any) from research undertaken to date.

During this meeting, unless the process is being led by MSNJ or its consultants, your program will facilitate a fun visioning exercise with the goal of creating a new draft vision statement for review by the local Main

Street Board after the meeting. The process should involve all segments of the community, and also include the analysis of market data. Here are some key questions that should be posed for public discussion:

- Why is Main Street special to you personally?
- How do you wish Main Street were better?
- What will revitalization success look, sound, smell, and taste like?
- What will revitalization success feel like emotionally?
- How do you want Main Street to be viewed in 5 years?
- What activities and businesses do you hope to enjoy on Main Street in 5 years?

#### VISION STATEMENT: Where you're going

Visions can vary widely but MSNJ recommends they be no more than three paragraphs long and be written as if the writer were compiling the program's accomplishments 5 years from now. The vision statement is a glimpse into the future to see how the revitalization effort paid off, what the Main Street district is like, and how the Main Street program helped transform the district. The vision, while aspirational, needs to be based on the market reality and potentiality of your district.

The Main Street program can use its vision when selling the community's dream to potential investors, business owners, volunteers, partners, and others. Your statement will codify a dream, and the work going on behind the scenes will be geared toward achieving that vision. The Main Street organization can use the vision statement as a means not only to motivate its staff and volunteers but also to see if its annual projects and initiatives will help you realize this dream. A number of Main Street programs have created vision statements and formally submitted them to their municipalities for review and endorsement as an official statement for downtown or the neighborhood business district. Oftentimes, they are approved at a public ceremony and incorporated into the existing commercial district master plan.



22 - Volunteers Making Celebrate South Orange Day Happen

#### ***Writing the Vision Statement***

Draft a preliminary vision statement narrative using keywords from the facilitated public discussions and market data that defines your present and potential market. Distilling the many ideas from the visioning meetings will be tricky, and you'll need to enlist the most gifted writer among your staff or volunteers. Writing the draft vision statement should be the job of a single person.

The statement should be written in the present tense and approached as though the community has achieved all of its goals. For example, "It is 5 years from [today's date], and we have created our most vibrant district." The draft should be reviewed and edited by

each board member. Now is not the time to introduce new concepts—the statement and the board’s edits must respect the community’s input.

Tips on Vision Statements:

- Concise.
- Easily understood.
- Distinct from other organizations.
- Longer than mission statement (but still brief!)
- Preferred future of the district.
- Specific, sensory language – inspiring!
- Consensus, developed by a broad cross-section of the community.
- Comprehensive (i.e., addressing each of the 4 points).

### ***The Vision and Strategic Implementation Plan***

After the draft vision statement is approved, during the main part of the meeting, unless the process is being led by MSNJ or its consultants, your program will facilitate a small group process to identify a handful of key strategic goals for the local Main Street organization for the next five years. Look to suggest how to align/revise current operations to fit within the new mission and vision and the Catalyst Strategies chosen by the community under the Main Street® Refresh effort.

Your Main Street organization then needs to develop its work plan. Work plans are the guiding implementation documents that Board of Directors and teams use to carry out the program’s activities. We recommend doing at least two small group exercises to identify projects and tasks to implement in the next year or so from the larger strategic goals.

Most Main Street programs find that the original vision plan can guide their work for several years. Every five years or so, your board members should review the plan to see whether it is still relevant or if it needs modifying. Small changes are normal but a wholesale rewrite should not be necessary.

## **4. STRATEGIC IMPLEMENTATION PLAN**

*Write, edit, and seek Board approval to adopt the plan.*

All of the work completed to date is compiled into an organized Strategic Implementation Plan that contains:

- Brief overview of the Strategic Planning process.
- Revised mission statement—“why we exist”.
- New vision statement—“our preferred future, what we have yet to accomplish”.
- Strategic goals—a handful (3-7) of specific activities telling how we will achieve our preferred future.
- Projects and tasks—for each strategic goal, a listing of specific projects and tasks to achieve the overarching vision of the future. Projects are meant to be initial efforts over the next one or two years to implement the five year vision.

**Deliverable:** Unless the process is being led by MSNJ or its consultants, your program will prepare a Word document of the draft Strategic Implementation Plan (typically 18-28 pages) Mission, and Vision for Board review; make revisions and create final version for adoption by your local Main Street organization’s Board of

Directors. The Board will discuss the draft and hear suggestions for changes. Prepare final draft of Strategic Plan, and send to your Board for adoption.

OPTIONAL: We recommend that a graphic designer be engaged to make the final Strategic Implementation Plan (or at a minimum an executive summary) into an attractive PDF document to be shared with existing and potential funders, new merchants and property owners, potential board members, partners, sponsors and others as appropriate.

Hold another meeting to unveil the statement, discuss next steps, and generate excitement for the years ahead. Be sure to post the vision on your website, email it to stakeholders and partners, and highlight salient concepts in press releases to local media. Make sure the public has access to the statement and understands the consensus-building process used to develop it.

### Timeline

The typical Main Street New Jersey Strategic Implementation Plan process takes six months with very high involvement of both the Board and staff. If there is a large email list (over 3000 names), the survey will go faster. If there is a smaller email list, or social media presence, MSNJ will work with staff to identify other sources to get good survey response. Here is a typical timeline:

#### First month

- Set date for SWOT.
- Identify people to invite, send invites 3 weeks before SWOT date.
- Review organizational documents.
- Host SWOT meeting.

#### Second month

- Write up SWOT raw notes and send SWOT memo to Board.
- Prepare questions for Online Consumer and Stakeholder Survey, review with staff/volunteers.
- Discuss SWOT results at Board meeting.
- Upload and test survey with Board/staff/others, launch survey (open 3 weeks).
- Staff works hard to collect 400 complete surveys into online survey program.

#### Third month

- End survey when 400 (or more) complete surveys are in.
- Write the survey report.
- Set date for Vision and Goal Setting meeting.

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The program is made possible in part by funds from the New Jersey State Council on the Arts, Department of State, Office of the Secretary of the Division of Community Development.

23 - Digital and Print Promotion for Millville, NJ

#### *Fourth month*

- Send survey report to Board.
- Discuss Survey report Board meeting.
- Prepare for and host Visioning and Goal Setting meeting.

#### *Fifth month*

- Prepare draft of the Strategic Plan, send to Board for review.
- Discuss draft of the Strategic Plan at Board meeting.

#### *Sixth month*

- Make revisions to Strategic Implementation Plan, send to Board as Final to adopt.
- Attend Board meeting to adopt Strategic Implementation Plan.
- Public presentation and media outreach regarding results and process.

A comprehensive annual work plan and specific action plans provide a detailed blueprint for the Main Street program's activities; reinforces the program's accountability both within the organization and also in the broader community; and provides measurable objectives by which the program can track its progress.

## **DEVELOPING WORK & ACTION PLANS**

### MISSION STATEMENT

The mission statement states the purpose of the organization.

Example: The purpose of the Yourtown Downtown Alliance is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.

### ***Strategic Goals***

The goals are more specific statements of purpose, which can be clearly divided into a team structure. Usually it is best for each team to have only one goal. This goal should reflect the general purpose or mission of the team.

Examples:

- Goal for the board of directors and Organization Team—Provide effective centralized management of the downtown and increase involvement in the program.
- Goal for the Promotion Team—Promote the downtown as the community's social, cultural, and economic center.
- Goal for the Design Team—Encourage visual improvements through good design compatible with historic features.
- Goal for the Economic Vitality Team—Strengthen and broaden the economic base of downtown.



24 - Downtown Somerville Alliance Logo

### **Objectives**

Objectives are specific statements of how a goal will be reached. They usually outline the major areas of responsibility for teams. Objectives give structure to the numerous activities undertaken and help explain why a specific activity has been chosen. Objectives are usually issues that have been turned into positive action statements. Objectives might also be measurable. Example: Provide at least two more annual activities for children in downtown.

### **Activities**

Activities are specific projects that have an identified timeframe. When completed, they are usually recognized as tangible accomplishments, such as a downtown holiday parade or building inventory. Each activity has its own Work Plan.

### **Tasks**

Tasks are specific steps required to complete an activity. Tasks make up the structure of the Work Plan.

#### **STEP 1**

Create Strategic Implementation Plan OR hold goal setting/work plan session for board of directors.

- Determine what area of concentration each issue fits under (Organization, Promotion, Design, Economic Vitality, etc.). Group them together, and then delete duplicates. Note that the areas of concentration are reflective of the Main Street team structure.
- Determine priorities. Remove the rest of the issues.
- Create objectives. Each objective statement should begin with an action verb.
- Use your mission statement and strategic goals to see if it is still reflective of what the organization is working towards accomplishing and if each issue or response to that issue is aligned with the mission and at least one strategic goal.

#### **STEP 2**

The board of directors should come up with a list of potential team members based on the objectives for each team.

#### **STEP 3**

Team “activity planning” brainstorming session (takes about 2 hours per team).

- List possible activities under each objective.
- Determine priority activities for each objective.

#### **STEP 4**

Team “action planning” session (takes 2 or 3 hour-long meetings to complete).

- Discuss possible timelines for each priority activity (i.e. when should this be started and how long will it take from beginning to end).
- Complete an “action plan” for each priority activity in which planning will need to begin within the next two to three months.
- Fill out a “timeline” sheet. Put all priority activities from the team somewhere on the form. Think about what the workload will mean for those implementing activities—is it realistic? Adjust as needed. The board of directors should approve the finished timeline.
- The Work/Action Plan for each activity will answer the following questions:
  - What is each task?
  - Who is responsible to implement the task?
  - When is the task due?
  - How much money will the task cost?

- How much money will the task generate?
- How much volunteer/staff time will the task take?

#### STEP 5

Refer back to your completed timeline sheet at each team meeting. The team or task force responsible for an upcoming activity should fill out a Work/Action Plan as each activity draws nearer. If the activity has a completion deadline, scheduling from the deadline backwards may prove useful. For repeating activities you may simply adjust the prior Work/Action Plan to reflect new volunteers, dates, etc.



25 - New Sign Upgrade by Main Street Highland Park

## SAMPLE: BOARD OF DIRECTORS WORK PLAN

### Mission Statement:

The purpose of the Yourtown Downtown Alliance is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.

**ORGANIZATION TEAM GOAL:** Help provide direction and increase involvement in the program.

#### **OBJECTIVES:**

- Improve all channels of communication.
- Stabilize and increase funding.
- Develop a five-year plan.
- Get better overall community involvement.
- Restructure committees to function more efficiently.

**PROMOTION TEAM GOAL:** Promote the downtown as the community's social, cultural, and economic center.

#### **OBJECTIVES:**

- Market a positive image of downtown.
- Encourage more local shopping.
- Continue and strengthen existing successful promotions.
- Develop a formal evaluation process for promotions.
- Expand distribution area of informational materials about downtown.

**DESIGN TEAM GOAL:** Encourage visual improvements through good design compatible with historic features.

#### **OBJECTIVES:**

- Educate both members and the public about good design elements.
- Give input as needed into design review process.
- Develop and begin implementing a plan for visual enhancement within the context of historic and cultural preservation.
- Identify and implement a program for needed public improvements.

**ECONOMIC VITALITY TEAM GOAL:** Strengthen and broaden the economic base of downtown.

- Develop a retention program, including education of good business practices.
- Develop and implement a market profile, recruitment plan, and package
- Increase communication with downtown property owners.
- Develop and maintain a system to provide vacancy and sales information on downtown properties.

# Main Street Network Information

## FAQS FROM MAIN STREET NEW JERSEY

**What is the MSNJ Program?** The Main Street New Jersey (MSNJ) program is a place-based economic development effort targeting New Jersey's historic commercial districts. Main Street New Jersey staff provides technical support and training to New Jersey communities that have expressed a stakeholder-driven commitment to revitalizing their traditional business districts using a comprehensive strategy based on historic preservation. MSNJ is the State of New Jersey's downtown training and technical assistance program, and is the nationally-certified (by the National Main Street Center) official Main Street® coordinating program for New Jersey.

**When was the MSNJ Program founded?** MSNJ was established in 1989 to encourage and support the revitalization of historic downtowns in New Jersey. Since 1990, these communities have received technical support and training needed to restore and enhance their Main Streets as centers of community activity and commerce.

**Does the MSNJ Program offer grants?** Main Street New Jersey is a hand up, not a hand out. MSNJ is not a grant program. In fact, MSNJ has never given out money to its local programs.

**What are the Tiers of involvement with MSNJ?** Main Street New Jersey designates new communities as Traditional & Partner programs. Traditional programs have demonstrated sufficient organizational, staff and volunteer support to receive the full range of services offered by MSNJ. Partner designated communities have access to many of those same services from MSNJ while maintaining part-time staffing locally. In 2012, MSNJ added the Associate Tier selection level designed to provide stakeholder education and revitalization training to municipalities and downtown management programs interested in using the



26 - First Night in Downtown Mount Holly, NJ

Main Street Approach® which may seek to become designated at a later date.

***Is there a cost to be a part of the MSNJ program?*** There is no fee to be part of the MSNJ program. Designated programs must have locally-sourced funding in place for their budgets to operate their organizations, pay staff, and implement their projects, however.

***How do communities access the MSNJ program?*** There are four ways for a community to become involved with MSNJ:

1. Applying: Communities may freely apply for designation or selection when the NJDCA offers such opportunities. For more information on whether your community may be a good fit for the MSNJ program, please see this summary.
2. Attending: Community stakeholders may attend the New Jersey Downtown Institute (NJDI) workshops for a fee.
3. Connecting: Downtown management and public officials and stakeholders can receive free phone and email assistance on a variety of related topics from MSNJ staff; and
4. Educating: Communities may work with MSNJ to host a free public educational presentation on-site to inspire, engage, and inform their stakeholders about the importance of their downtown, the Main Street® Approach to downtown revitalization and management, and the MSNJ program itself.

***What are the kinds of services that are offered by MSNJ to its designated Tier Communities/programs?***

Designated Main Street Communities receive valuable technical assistance and on- and off-site training to build local capacity for a sustained downtown revitalization effort. State budget permitting, the following are examples of services that MSNJ may offer:

- NJ Downtown Institute Scholarships.
- Membership with the National Main Street Network.
- National Main Streets Conference Scholarships.
- Business Branding and Digital Design.
- District Branding and Digital Design.
- Strategic Implementation Planning.
- Board of Directors Training.
- Fundraising Training.
- Team (Committee) Training.
- Executive Director Orientation.
- Executive Director Hiring Assistance.
- Architectural Renderings for Buildings.
- Structural Assessments for Buildings.
- Visual Merchandising and Storefront Design Services.
- Other services, to be determined.

***What are the kinds of services offered by MSNJ to its selected Tier communities/programs?*** Associate Tier selected programs and communities are able to take advantage of the nationally-known NJ Downtown Institute at no cost to build their capacity for downtown revitalization and management. They also receive statewide advocacy by MSNJ with other State entities for significant projects in their downtown districts as well as additional prioritization by staff regarding their technical assistance questions and concerns.

***How is the relationship with MSNJ codified by the municipality and local program?*** Local Main Street programs, mayors, the New Jersey Department of Community Affairs, and the MSNJ program sign an annual

Letter of Agreement. This agreement details performance standards for local Main Street® programs and the in-kind services and training offered by the MSNJ program.

***What are the results of the MSNJ program?*** By focusing the State's resources on traditional towns, cities and villages, MSNJ has worked with its local partners to grow jobs, enhance quality of life and preserve historic fabric in communities that already have the infrastructure, transit, and mindset to add appropriate density and investment where it costs the state the least. Please see our Return on Investment (ROI) Summary for the details - the results have been impressive. Main Street New Jersey programs have generated new businesses and new jobs for their respective districts; façade improvements and building rehabilitations projects have upgraded the image of New Jersey downtowns; and promotional activities have encouraged community cohesion while expanding commercial markets.

## FAQS FROM THE NATIONAL MAIN STREET CENTER

***How does the Main Street Program work locally?*** Main Street programs are locally driven, funded, organized, and run. They are independent nonprofits or city agencies located in the community and affiliated with the statewide (or citywide in larger cities) coordinating Main Street organization and a network of other Main Street organizations within the state. The statewide or citywide coordinating Main Street organization generally has an application process through which a community can be designated as a Main Street program. The coordinating organizations provide direct technical services, networking, and training opportunities to their affiliated programs.

***How do I start a Main Street Program in my community?*** Typically, interest in developing a local Main Street program comes from business or property owners, city government, bankers, civic clubs, the chamber of commerce, historic preservationists, or other civic-minded groups. They contact the statewide or citywide coordinating Main Street organization to find out about the application process, discuss goals, establish an organization (Main Street programs are usually independent, nonprofit organizations), raise money to hire a full-time Main Street executive director, and create volunteer teams and a board of directors to carry out the work. Once the program has been established, its participants examine the commercial district's needs and opportunities and develop a long-term, incremental strategy based on the Main Street Four-Point Approach® to strengthen the district's commercial activity and improve its buildings. The National Main Street Center provides consulting services, support, training, materials, and information to assist a revitalization organization throughout its growth.

***What if my state does not have a statewide Main Street organization?*** Some states do not have coordinating Main Street programs. If you check the statewide listing (on the National Main Street Center website) and find no statewide program, you can still initiate your own independent Main Street organization. We can help you network with other independent programs and nearby statewide program networks.

***How can my community obtain direct, onsite help from the National Main Street Center?*** In many cases, the National Main Street Center works directly with a state or citywide Main Street program to provide technical assistance to a limited number of designated communities. However, the Center also works directly with individual cities and towns, depending on a community's needs and staff availability. The Center works on a fee-for-services basis. As always, we encourage communities to begin their own Main Street programs locally, whether or not they can afford the Center's services. Our extensive catalog of books and materials can be of great assistance to start-up and ongoing programs.

**Who should be involved in the local Main Street program?** Everyone with a stake in the commercial district and its future should be involved. Merchants, property owners, the chamber of commerce, industries, local government, and private citizens all benefit from a healthy local economy and from an historic core that reflects the community's heritage and personality. A sound partnership is crucial to the Main Street program's success. In fact, a 1988 study of successful downtown revitalization programs in America, conducted by the National Main Street Center and the Urban Land Institute, found that programs funded primarily by local sources were much more likely to succeed than those that relied heavily on state or federal funds. It is also important for both the public and private sectors to support the program financially, thereby demonstrating their commitment to its goals.

**How do I apply the Main Street Four-Point Approach® to my community?** The National Main Street Center offers a variety of publications, audiovisual materials, and software to help guide your local revitalization efforts. It also sponsors a national conference that offers excellent training opportunities. Through its membership program, you can network with other organizations and learn from other Main Street communities' experiences, so you won't have to "reinvent the wheel." The Center also provides direct technical assistance on a fee-for-service basis.



27 - Halloween in Downtown Somerville

**What assistance is available to establish and manage a local Main Street program?** Assistance is available in the forms of technical services, networking, training, and information. The Center can provide direct fee-for-service technical assistance to cities and towns, both independently and in conjunction with state and citywide Main Street programs. Statewide and citywide coordinating programs also provide these types of assistance.

**Am I the right person to start this program? How can I get others interested?** Your Main Street's revitalization starts with you! Main

Street programs around the nation are started by ordinary, concerned citizens who work with others in the community to reach a common goal. To get started, gather as much information as possible and spark interest among community groups that have a stake in the future of your commercial corridor: local government, chamber of commerce, historic preservation groups, etc. Put together a task force to plan the next steps. Contact your statewide Main Street organization to learn the process for applying in your state. If there are other local Main Street organizations nearby, talk to them about their successes and challenges. If there is an active downtown organization in your community, join it and present your ideas on preservation-based revitalization.

**Who pays for the Main Street program? Is it a grant?** No. Financial support for the program comes from the local entities that have a stake in the downtown: city government, merchants, businesses, and the public. The success of the Main Street program over the years lies in the fact that it is a local initiative, both organizationally and financially. When there is local buy-in, people care more about the success of the program and become more involved.

***Is joining the Main Street Network Membership Program the same as becoming a Main Street organization?***

No. Although the terminology is similar, they are two different processes. The Center offers the National Main Street Network Membership as a service in order to provide information and benefits to any individual, agency, or organization interested in preservation-based commercial district revitalization. For an annual subscription fee, members receive a weekly e-newsletter, access to members only information, and other benefits. Being designated as a Main Street program by a statewide or citywide Main Street coordinating program is a completely different process, which requires an application to that coordinating organization. In order to call yourself a Main Street organization in most states, you must be designated by the statewide program. In states without statewide organizations, communities may self-initiate an independent program.

***We are not ready to apply to our statewide or citywide Main Street program for designation. Is there anything else we can do?***

Yes. You can encourage local leaders, planning agencies, economic development agencies, city government, businesses, and individuals to apply the Main Street Approach® to what they are doing now. Persuade them to view traditional commercial buildings as an asset to your community and to see the downtown or neighborhood commercial district as an area full of opportunity to renew your community's sense of identity, history, and place.

***How long does a local Main Street program last?*** Commercial revitalization is an ongoing process. Just as shopping centers and malls have full-time staff that work constantly to ensure proper leasing, management, and marketing, downtown and neighborhood commercial districts need ongoing attention, too. To ensure continuing economic success, Main Street programs are ongoing.

## NATIONAL MAIN STREET PROGRAM ACCREDITATION

Ten Standards of Performance for Accreditation and Guidelines for National Main Street Program Evaluation.  
This Main Street organization . . .

### 1. HAS BROAD-BASED COMMUNITY SUPPORT FOR THE COMMERCIAL DISTRICT REVITALIZATION PROCESS WITH STRONG SUPPORT FROM BOTH THE PUBLIC AND PRIVATE SECTORS

At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses, and individuals from throughout the community, not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but all members of the community who are interested in the community's overall health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other. Ideally, both sectors will participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process. By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage. The overall goal is for a broad range of constituencies from both sectors to understand and be philosophically committed to the revitalization process and, to that end, to commit the maximum resources possible to achieve the goal of revitalizing the commercial district.

#### **Guidelines**

- The Main Street organization should have the active participation of a wide cross section of the community at the team and board levels, including such constituents as:
  - local government;
  - regional planning groups;

- realtors - property owners;
  - business owners;
  - local industries;
  - financial institutions;
  - transportation authorities;
  - developers;
  - civic groups;
  - community development organizations;
  - consumers - churches, temples, religious institutions;
  - historic preservation organizations;
  - school groups and students;
  - architects and building contractors;
  - parking authorities.
- Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
  - Participants should also look for, and act on, opportunities to make connections between other programs with which they are involved and the Main Street revitalization effort so that, by doing their own work a little smarter, or in a better integrated way, other programs help further the revitalization process.
  - The program should include an ongoing process for volunteer recruitment, orientation, and recognition, constantly refreshing its pool of volunteers and involving new volunteers each year.
  - The downtown revitalization program has broad-based philosophical support from the community.
  - Municipal government demonstrates a philosophical commitment to downtown revitalization.

## 2. HAS DEVELOPED VISION AND MISSION STATEMENTS RELEVANT TO COMMUNITY CONDITIONS AND THE LOCAL MAIN STREET PROGRAM'S ORGANIZATIONAL STAGE.

A mission statement communicates the Main Street organization's sense of purpose and overall direction. A vision statement communicates the organization's long-term hopes and intentions for the commercial district. Both should be developed with broad participation by the board, teams, program volunteers, and community input.

### **Guidelines**

Some revitalization programs begin with a vision statement; others develop a vision statement after several years of work. At a minimum, the Main Street organization should have a mission statement in place, reviewed annually (and updated, if appropriate). If the organization does not have a vision statement at the beginning of the revitalization process, it should develop one prior to the organization's transition from the catalyst phase to the growth phase.



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- The organization has an appropriate written mission statement.
- The mission statement is reviewed on an annual basis and updated as appropriate.
- The organization has an appropriate written vision statement.

### 3. HAS A COMPREHENSIVE MAIN STREET WORK PLAN

A comprehensive annual work plan provides a detailed blueprint for the Main Street program’s activities; reinforces the program’s accountability both within the organization and also in the broader community; and provides measurable objectives by which the program can track its progress.

#### **Guidelines**

- The work plan should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach—Design, Organization, Promotion, and Economic Vitality.
- The work plan should contain measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities.
- The work plan should be reviewed, and a new work plan developed, annually.
- Ideally, the full board and teams will be involved in developing the annual work plan. At a minimum, though, the full board should adopt/approve the annual work plan.
- The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.
- There has been significant progress in each of the four points based on the work plan submitted last year.

### 4. POSSESSES A HISTORIC PRESERVATION ETHIC

Historic preservation is central to the Main Street program’s purpose. The historic buildings and public spaces of a traditional commercial district enrich civic life and add value, on many levels, to the community. Developing an historic preservation ethic is an ongoing process of education and discovery for a community and for a local Main Street program. Main Street programs which have embraced a strong historic preservation ethic are successful in saving, rehabilitating, and finding new uses for traditional commercial buildings and in intensifying the uses of the district’s buildings, through both specific building improvement projects and through policy and regulatory changes, which make it easier to develop property within the commercial district. Some Main Street programs purport to support preservation values, but do not fully understand that preservation is an ethic, not just an activity or group of activities. Historic preservation involves not only the process of rehabilitating, restoring, or renovating older commercial buildings, but also the process of adopting planning and land use policies that encourage full use of existing commercial centers before new development takes place and removing regulatory and other barriers that sometimes make it difficult to attract investment to historic commercial districts.

#### **Guidelines**

- The program has, or is working towards putting in place, an active and effective design management program (which may include financial incentives, design assistance, regulatory relief, design review, education, and other forms of management).
- The program encourages appropriate building renovation, restoration, and rehabilitation projects.
- When faced with a potential demolition or substantial structural alteration of a significant, historic, or traditional building in the Main Street district, the program actively works to prevent demolition or alteration, including working with appropriate partners at the state, local, or national level to attempt to stay or alter the proposed activity; developing alternative strategies

for the property's use; and/or educating local leaders about the importance of retaining existing buildings and maintaining their architectural integrity.

- The program works to find creative adaptive use, financing, and physical rehabilitation solutions for preserving old buildings.
- The program recognizes the importance of planning and land use policies which support the revitalization of existing commercial centers and works towards putting planning and land use policies in place, making it as easy (if not easier) to develop property within the commercial district as it is outside the commercial district. Similarly, it ensures that financing, technical assistance, and other incentives are available to facilitate the process of attracting investment to the historic commercial district.
- The program builds public awareness for the commercial district's historic buildings and for good design.

## 5. HAS AN ACTIVE BOARD OF DIRECTORS AND TEAMS

Main Street revitalization is an ongoing process of changing a community's attitudes about its traditional commercial district(s). The direct involvement of an active board of directors and teams is key to this process. The Main Street executive director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district. In some areas, and in communities of some sizes, local Main Street programs have been launched by or have merged with other organizations that have a broader agenda (such as a chamber of commerce or a community development corporation). A local Main Street program in one of these circumstances has a better chance of long-term success if it maintains focus on its particular purpose and if its mission statement, work plan, budget, and governing body remain distinct from that of the larger organization in which it is contained.

### **Guidelines**

- The board is a working, functional board that understands its roles and responsibilities and is willing to put forth the effort to make the program succeed.
- Team members assume responsibility for the implementation of the work plan.
- The program has a dedicated governing body, its own rules of operation, its own budget, and its own bylaws and is empowered to carry out Main Street's mission, even if the Main Street program is a part of a larger organization.
- The board has well-managed, regular monthly meetings with an advance agenda and regular distribution of minutes.
- Teams have regularly scheduled monthly meetings with an advance agenda that addresses the team work plan.

## 6. HAS AN ADEQUATE OPERATING BUDGET

In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years). Also, program budgets are likely to vary according to regional economic differences and community size.

### **Guidelines**

- The Main Street program's budget should be adequate to achieve the program's goals.
- The budget should be specifically dedicated for the purpose of revitalizing the commercial district.
- The Main Street program's budget should contain funds adequate to cover the salary and fringe benefits of staff; office expenses; travel; professional development; and team activities.

- The dollar amount that is “adequate” for a program budget may vary from region to region, depending on local costs of living, and may be different for small-town, mid-size, and urban Main Street programs. General guidelines for minimum operating budgets are: - small town programs: \$100,000+ annually - mid-size community programs: \$200,000+ annually - urban neighborhood programs: \$300,000+ annually.
- Revenue sources are varied and broad-based, including appropriate support from municipal government.
- There is a strategy in place to help maintain stable funding.
- There is a process in place for financial oversight and management.
- Regular monthly financial reports are made by the treasurer to the board.

## 7. HAS A PAID, PROFESSIONAL EXECUTIVE DIRECTOR

Coordinating a successful Main Street program requires a trained, professional staff person. While Main Street directors come from a broad range of academic and professional backgrounds, the most successful executive directors are those who are good communicators; who can motivate volunteers; and who have good project management skills, being able to keep the revitalization program’s many activities moving forward on schedule and within budget. In most instances, the Main Street executive director’s position is full-time (generally 40+ hours per week). In small towns without the resources to hire a full-time executive director, a part-time director is usually acceptable (generally 20+ hours per week).

### **Guidelines**

- The Main Street executive director should be paid a salary consistent with those of other community development professionals within the city, state, or region in which the program operates.
- The minimum amount of time the Main Street executive director works each week should be consistent with comparable Main Street programs in the city, state, or region.
- The executive director should be adequately trained—and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.
- The executive director has a written job description that correlates with the roles and responsibilities of a Main Street director.
- There is a formal system in place for evaluating the performance of the executive director on an annual basis.
- Adequate staff management policies and procedures are in place.

## 8. PROGRAM OF ONGOING TRAINING FOR STAFF AND VOLUNTEERS

In order to meet new challenges and ensure a strong organization, Main Street program participants need ongoing training. Participants—both staff and volunteers—need different skills in different phases of the revitalization process; for that reason, the skills a program’s participants learn in the program’s catalyst phase are rarely adequate for the growth or management phases. As staff and volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. And, all program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models.

### **Guidelines**

The local Main Street program develops local leadership capacity through such mechanisms as:

- Taking advantage of citywide, state, regional, and national training opportunities.
- Making reference and training materials available locally—and using them.

- Providing/conducting training when appropriate, including annual Main Street 101 training, annual orientation for board members, and annual team training.

## 9. REPORTS KEY STATISTICS

Tracking statistics—reinvestment, job and business creation, and so on—provides a tangible measurement of the local Main Street program’s progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis.

### **Guidelines**

- The program collects and tallies statistics related to the revitalization movement, using the baseline criteria listed below. It should keep this data from year to year, providing an economic record of the program’s impact over the course of its history. This information is distributed regularly to constituents and in the annual report.
- Baseline data should include:
  - community population;
  - net of all gains and losses in jobs;
  - net of all gains and losses in new businesses;
  - number of building rehabilitation projects;
  - number of public improvement projects;
  - number of new construction projects;
  - number of housing units created (upper floor or other);
  - \$ value of private investment spent in above projects (i.e., individuals or private sources of \$ spent on building rehabs, public improvements, or new construction);
  - \$ value of public investment spent in above projects (i.e., city, county, state, or federal \$ spent on building rehabs, public improvements, or new construction);
  - \$ value total of all investment (add public and private investment);
  - your program’s annual operating budget;
  - number of volunteer hours donated (total of all programs).

## 10. CURRENT MEMBER OF THE NATIONAL MAIN STREET CENTER

Participation in the National Main Street Center connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

### **Guidelines**

- The program is a current member of the National Main Street Center.