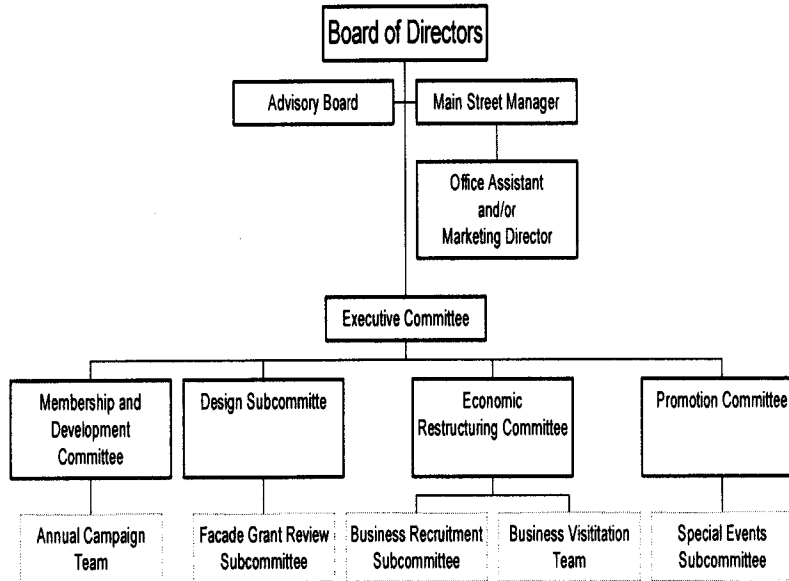
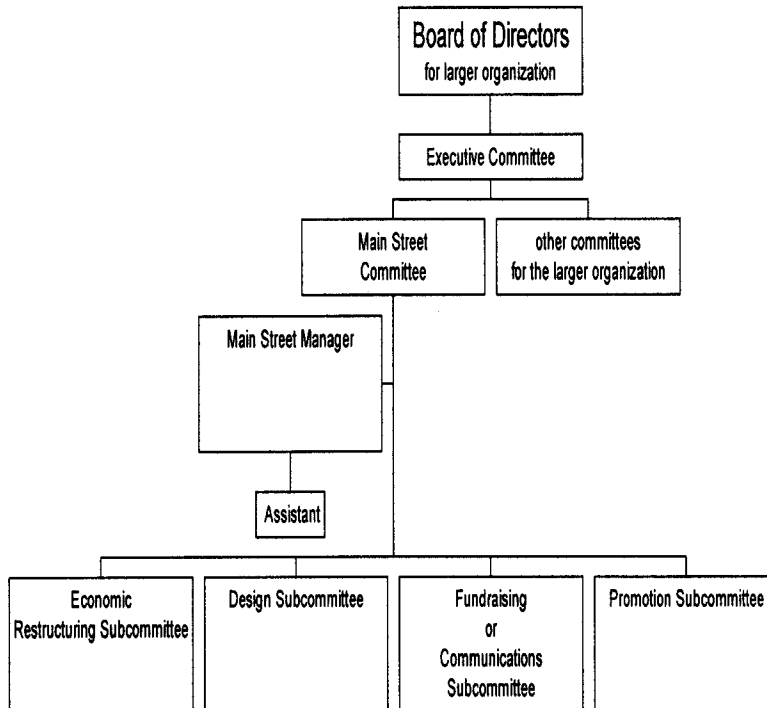


Typical Main Street Structure

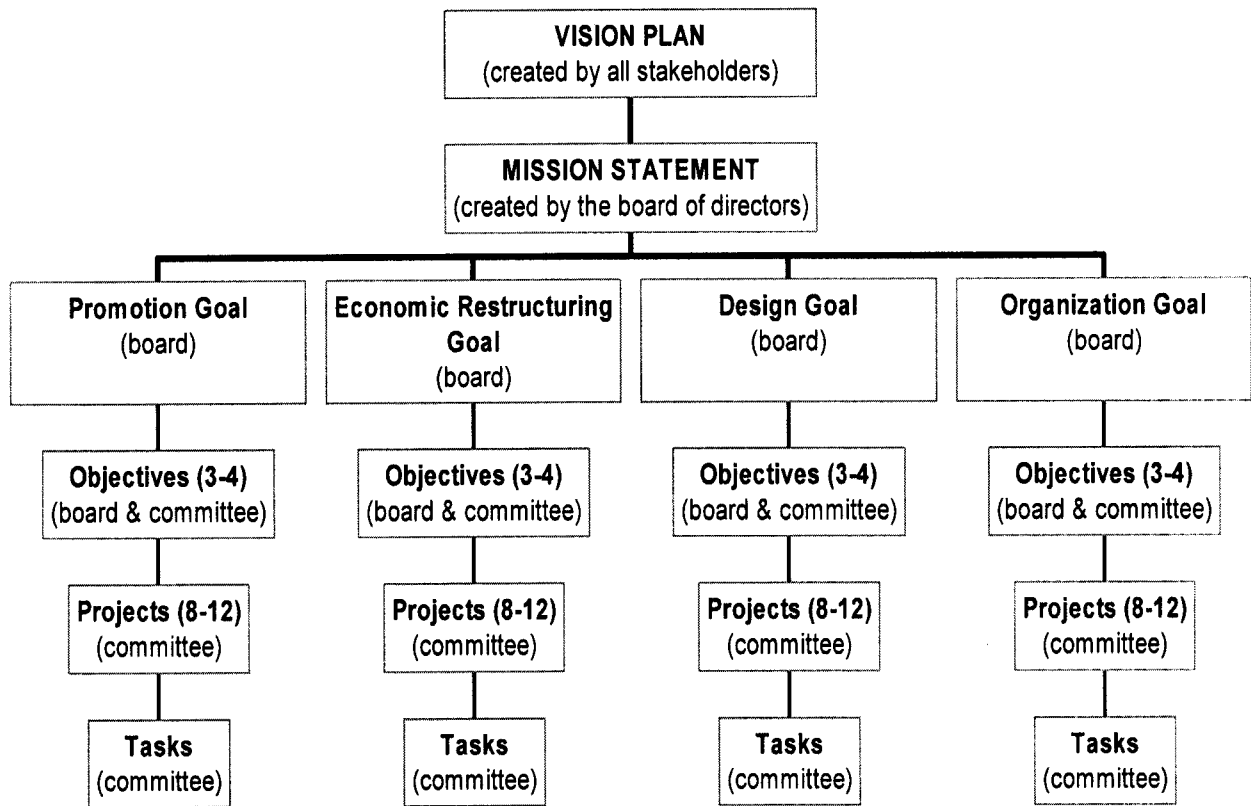


Structure within an Existing Organization



Source: Lauren Adkins
National Main Street Center

The Work Plan Process



Source: Lauren Adkins, National Main Street Center

Worksheet for Volunteer Job Description

Position: _____

Responsibilities and/or tasks volunteer will do: _____

Item(s) on the Workplan to which this job corresponds: _____

Supervisor or contact person: _____

What reports will be expected, in what form, and how often: _____

Maximum hours per week/month and duration of time: _____

Performance goals: _____

Qualifications needed: _____

How the volunteer will benefit from this work: _____

Source: Lauren Adkins, National Main Street Center

Questions to Ask New Volunteers

- Why are you interested in this job?
- What are your hobbies and interests?
- What personal experience have you had with our district? What do you enjoy about it?
- What would you like to get from this volunteer job?
- What do you feel you can contribute to our program?
- Is there any type of work that you prefer not to do?
- Can you make a six-month or one-year commitment?
- What would you like to know about our programs?
- How does the volunteer job fit in with your present life situation?
- What have you enjoyed about previous volunteer projects?
- What have you enjoyed least?
- What kinds of people do you work best with as co-workers? Least?
- What would you consider the ideal volunteer job?
- What things have you done that have given you the greatest satisfaction?

Source: Lauren Adkins, National Main Street Center

Contents for a Board or Committee Manual

Adapted from *The Nonprofit Board Book* by Independent Community Consultants

- Section 1. Board and Staff Directory**
This should be a current listing of all board members with their addresses, phone numbers, email addresses, organizational affiliation (if any), committee assignments, and term of service. Staff should also be listed by job title, home and office addresses, phone numbers, and email addresses. Be sure to include emergency contact information.
- Section 2. An overview of the Organization and Board of Directors**
This should include the mission statement, a short history of the organization, an organization chart, and a statement of the general role of the board. Include no more than five recent news articles, annual reports, a map of downtown (which indicates where they should park while attending meetings) and brochures published by the Main Street program.
- Section 3. Board activities and expectations of members.**
This should include an annual board meeting schedule, a brief overview of any board committees (nominating, etc.), the board's workplan, and a clear statement of the role and responsibilities of board members. Are board members expected to serve on committees? Attend all special events? Make contributions?
- Section 4. Committees**
This should include detailed information about each committee, including their goals, annual work plans, meeting schedule, and membership.
- Section 5. Organization policy statements**
This section is a collection of all the board approved policy statement currently in force, including personnel policies, confidentiality policy, conflict of interest policy, and reimbursement policy. You may also include any office policies here, such as who holds keys.
- Section 6. Board minutes.**
Include minutes from at least the last twelve months.
- Section 7. Manager reports**
This section should be a collection of the most recent staff reports, whether weekly or monthly. It should also include a copy of the manager's work plan and job description.

Source: Lauren Adkins, National Main Street Center

Outline of a Board Manual (continued)

Section 8. Organizing papers, laws, and regulations

This section should contain the articles of incorporation, bylaws, summary of the state nonprofit statutes and the IRS regulations, a copy of the tax exemption notification from the IRS, and any regulations imposed by funding sources.

Section 9. Finances

This should contain a copy of the current budget and copies of the financial report from the past twelve months.

Section 10. Key resources

Include information from the state and national Main Street programs, such as contact information and website addresses, and copies of any recent reports from site visits provided by the state Main Street program. This may be a place to include the *Board Members' Handbook*, published by the National Main Street Center, and a list of all the books in the organizations library, for further reading.

This information can be presented in a three-ring binder, which makes updating it easier, especially if you copy all meeting minutes on pre-punched paper. Similar notebooks can be adapted for all committee members.

When presenting the notebook, be sure to include an agenda for the any upcoming training or orientation sessions.

Source: Lauren Adkins, National Main Street Center



Where the Money is and where it goes

Private contributions came from:

| 2005 contributions in billions \$ | | % of Total Giving | % of change 2004-2005 |
|-----------------------------------|---------------|-------------------|-----------------------|
| Individuals | \$199.07 | 76.5 | + 2.9 |
| Bequests | 17.44 | 6.7 | - 8.6 |
| Foundations | 30.00 | 11.5 | + 2.1 |
| Corporations | 13.77 | 5.3 | + 18.5 |
| Total: | 260.28 | 100.00 | |
| <i>(Total in 2004= \$245.23)</i> | | | |

American Contribute to:

| 2005 contributions in billions \$ | | % of Total Giving | % of change 2004-2005 |
|-----------------------------------|---------|-------------------|-----------------------|
| Religion | \$93.18 | 35.8 | + 2.5 |
| Education | 38.56 | 14.8 | + 9.4 |
| Human Services | 13.51 | 5.2 | - 6.6 |
| Health | 22.54 | 8.7 | - 0.7 |
| Arts & Culture | 13.51 | 5.2 | - 6.6 |
| Public & Society Benefit | 14.03 | 5.4 | + 4.7 |
| Environment & Animals | 8.86 | 3.4 | + 12.6 |
| International | 6.39 | 2.5 | + 15.6 |
| Foundations | 21.70 | 8.3 | not yet released |

Source:

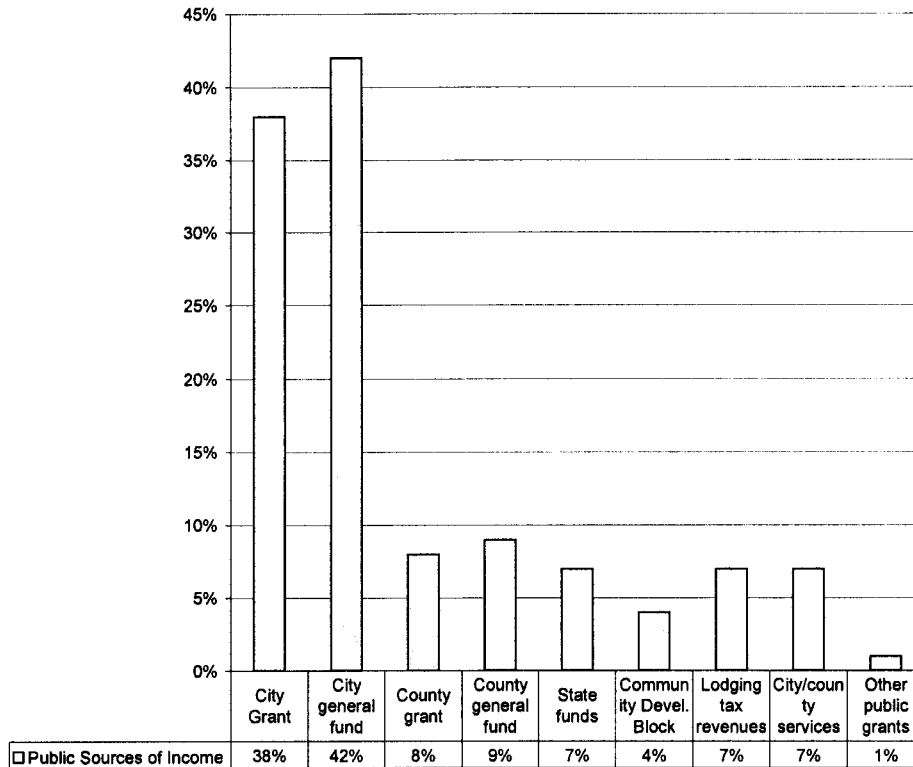
"Giving USA – 2006, Annual Report on Philanthropy for the Year 2005,"

American Association of Fund-Raising Counsel Trust for Philanthropy, New York, NY

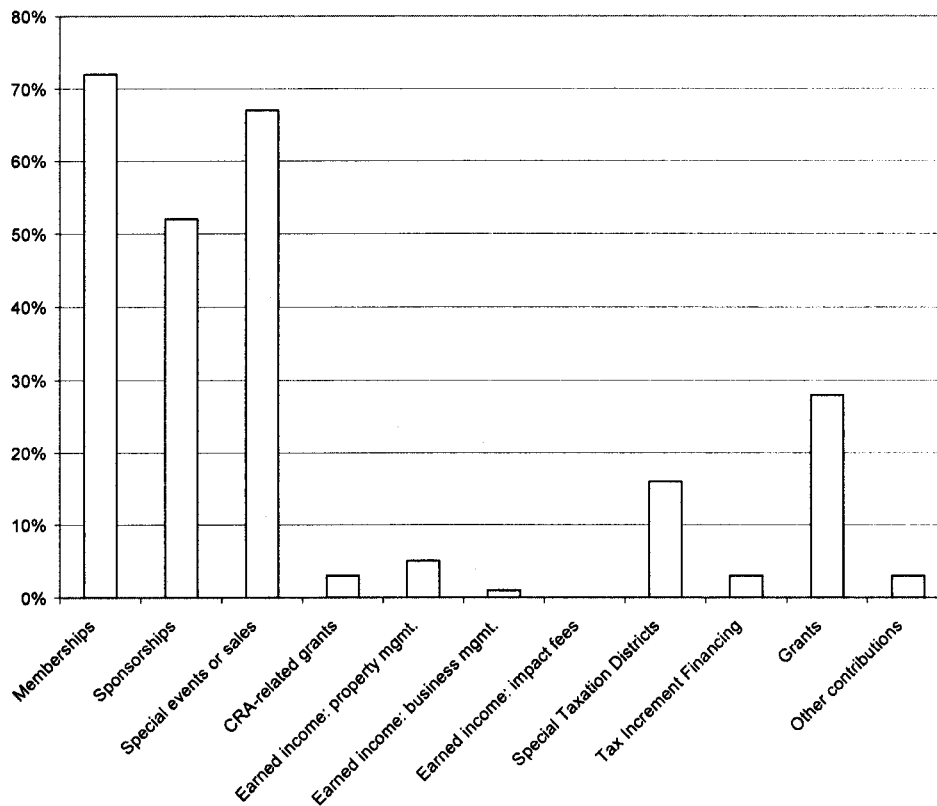
FUNDING SOURCES FOR MAIN STREET PROGRAMS

Source: Lauren Adkins, National Main Street Center

Public Sources of Income



Private Sources of Income



Main Street Anyneighborhood
Sample Budget for an Urban Main Street Program
 Source: Lauren Adkins, National Main Street Center

| | Budgeted |
|----------------------------------|---------------------|
| Income | |
| Membership/dues | \$20,000 |
| Contributions | \$35,000 |
| Earned income | \$20,000 |
| Municipal Government | \$25,000 |
| Other | |
| Total Income | \$100,000.00 |
| Expenses | |
| Salaries & Fringe benefits | \$45,000 |
| Insurance | \$1,000 |
| Rent & Utilities | \$18,000 |
| Taxes | \$500 |
| Equipment & repairs | \$1,000 |
| Office supplies | \$1,500 |
| Postage | \$1,000 |
| Telephone | \$1,500 |
| Professional development | \$1,500 |
| Memberships | \$500 |
| Printing | \$1,500 |
| Newsletter | \$4,000 |
| Design Committee | \$10,000 |
| Promotion Committee | \$5,000 |
| Economic restructuring committee | \$5,000 |
| Organization Committee | \$2,000 |
| Contingency | \$1,000 |
| Total Expenses | \$100,000.00 |
| Net Revenues (or loss) | -0- |

Sample Agenda/Minutes Form

Main Street Anytown, Inc.

Name of Committee:

Meeting Date:



Attendance:

| | | |
|-----------------------|-----------------------------------|--------------|
| Jane Doe, Chair _____ | Ellen Brown _____ | Others _____ |
| Jim Smith _____ | Susan Small _____ | Others _____ |
| Harry Jones _____ | Larry White _____ | Others _____ |
| Helen Black _____ | Clark Kent, Program Manager _____ | |



Information Items:

1. Review Preservation Week Festival evaluations:
2. Receive recommendations from Parking Plans Task Force:
3. Reports of other committees' activities:

Items Requiring Action:

1. Identify fall quarter public improvement project.
2. Plan City Council presentation on June 22.
3. Review designs submitted for new wayfinding system.

Committee member assignments for next meeting:

- 1.
- 2.
- 3.
- 4.

Items referred to Board of Directors for approval:

- 1.
- 2.

Next committee meeting date, time, and location:

Design Committee Checklist Outline of Typical First Year Activities

■ PURPOSE

- ◆ Design Education and Technical Assistance
- ◆ Financial Assistance and Incentives
- ◆ Public Improvements Planning and Regulation Review

■ TRAINING [Complete in first three months]

- ◆ Recruit 5-7 people, minimum of 3 with design background, 2 merchants
- ◆ Chairperson and program manager at minimum, attend state-wide training
- ◆ Read the *Design Committee Members' Handbook*
- ◆ Read *Revitalizing Downtown* and *Guiding Design on Main Street*
- ◆ Meeting #1: View *Making Good Design Happen* and *Storefronts that Sell* slide shows.
- ◆ Meeting #2: View *Signs of a Successful Main Street* slide show
- ◆ Meeting #3: Discuss local design issues and application of Main Street models
- ◆ Conduct follow up training with new or absent members as necessary

■ ACTIVITIES

Internal Tasks:

- ◆ Committee work plan
- ◆ Building Inventory
- ◆ Public Space Survey
- ◆ Codes/Ordinances Review
- ◆ Determine and evaluate community information and services available
- ◆ Identify and solicit a minimum of 4 **solid** commitments to rehabilitate buildings

External Tasks (Products):

- ◆ On-site Merchant/Building owner visits
- ◆ "Downtown Clean-Up Day"
- ◆ Workshops (Storefront Rehab/Visual Merchandising/Rehab Tax Credits)
- ◆ Traffic/Parking Study
- ◆ Building Renovation Renderings
- ◆ Design Guidelines
- ◆ Improvement Incentives (grants/loans/discounts & design services)
- ◆ Design Incentives Brochure
- ◆ Public Improvements (planters, benches, etc.)

Promotion Committee Checklist

Outline of Typical First Year Activities

■ PURPOSE

- ◆ Downtown Image Enhancement
- ◆ Retail Events Assistance
- ◆ Special Events Development

■ TRAINING *[Complete in first 3 months]*

- ◆ Recruit 7-10 people, primarily retailers
- ◆ Chairperson and Program Manager, at minimum, attend statewide training
- ◆ Read *Revitalizing Downtown* and *Marketing and Image for Main Street*
- ◆ Read *Promotion Committee Members' Handbook*
- ◆ Meeting #1: View *Promoting Main Street* slide show and discuss local application
- ◆ Meeting #2: Discuss current image of commercial district
- ◆ Meeting #3: Define annual promotional calendar
- ◆ Conduct follow-up training for new or absent members as necessary

■ ACTIVITIES

Internal Tasks:

- ◆ Committee work plan
- ◆ Analysis of existing calendar and events
- ◆ Promotion Strategy (based on market analysis)
- ◆ Advertising Strategy
- ◆ Community Resource/Event List (all local groups & activities)

External Tasks (Products):

- ◆ Downtown Logo (stationery, buttons, etc.)
- ◆ Promotion Calendar
- ◆ District identification signs (entrances and directional)
- ◆ Business Directory
- ◆ Downtown Image Ad Campaign
- ◆ Holiday Lighting/Decorations and Promotions
- ◆ Market Segment Retail Event
- ◆ Category Merchandise Promotion
- ◆ Existing Retail Event Tie-in

Organization Committee Checklist **Outline of Typical First Year Activities**

■ **PURPOSE**

- ◆ Communications and Membership
- ◆ Volunteer and Leadership Development
- ◆ Fund-raising

■ **TRAINING** *[Complete in first three months]*

- ◆ Recruit 3-5 people
- ◆ Chairperson and Program Manager, at minimum, attend statewide training
- ◆ Read *Revitalizing Downtown* manual
- ◆ Read *Organization Committee Members' Handbook*
- ◆ Meeting #1: View *Getting Organized* slide show
- ◆ Meeting #2: Discuss other local groups successful in volunteerism/fund-raising
- ◆ Meeting #3: Discuss local sources for funds and volunteers
- ◆ Conduct follow-up training for new or absent members

■ **ACTIVITIES**

Internal Tasks:

- ◆ Committee Workplan
- ◆ Media Resource List (name/contact/deadlines/area served)
- ◆ Speakers Bureau
- ◆ Mailing Lists (downtown property owners/businesses/groups/officials/supporters)
- ◆ Volunteer Outreach Strategy
- ◆ Fundraising Strategy

External Tasks (products):

- ◆ Downtown Newsletter
- ◆ Main Street Brochure
- ◆ Public Meeting/Reception
- ◆ Volunteer Orientation Seminars (hold semi-annually)
- ◆ Fund Drive (annual event)
- ◆ Fundraising Materials
- ◆ Annual Meeting
- ◆ Regular media features (column or show)

Economic Restructuring Committee Checklist

Outline of Typical First Year Activities

■ **PURPOSE**

- ◆ Data Development for Downtown Business and Markets
- ◆ Business Retention and Recruitment Strategies
- ◆ Property Development

■ **TRAINING** [*Complete in first three months*]

- ◆ Recruit 4-7 people: finance, real estate, community development, retailer, citizens
- ◆ Chairperson and Program Manager, at minimum, should attend statewide training
- ◆ Read *Revitalizing Downtown* manual
- ◆ Read *Economic Restructuring Committee Members' Handbook*
- ◆ Meeting #1: View *Main Street Means Business* slide show
- ◆ Meeting #2: Read and discuss "Economic Development on Main Street" Bulletins
- ◆ Meeting #3: Review and discuss existing local development plans and studies
- ◆ Conduct follow-up training with new or absent members

■ **ACTIVITIES**

Internal Tasks:

- ◆ Committee Workplan
- ◆ Data Collection (market studies, existing plans and incentives for business)
- ◆ Business Survey
- ◆ "Main Street Progress" Chart of rehabs/jobs/new businesses/investment/tax revenue
- ◆ Downtown Base Map
- ◆ Shopper Focus Group
- ◆ Shopper Intercept Survey
- ◆ Assist Design Committee in developing financial incentives for rehabilitation
- ◆ Sales Demand Projections

External Tasks (products):

- ◆ New Business Owners' Orientation Kit
- ◆ Retailers' Workshops (Customer Service/Floor Planning/Business Plans/etc.)
- ◆ Preliminary Market Analysis
- ◆ Business Incentives

Board of Directors Checklist Outline of Typical First Year Activities

■ PURPOSE

- ◆ Policy and Program Development
- ◆ Fiscal Responsibility ¹
- ◆ Volunteer Recruitment and Staff Management

■ TRAINING [*Complete in first three months*]

- ◆ Recruit 9-13 members (See "Board Members Handbook" for composition)
- ◆ All members attend, at minimum, the Organization section of statewide training
- ◆ Read *Revitalizing Downtown* Manual
- ◆ Read *Board Members' Handbook*
- ◆ Meeting #1: View *Getting Organized* slide show and review *Board Members Handbook*
- ◆ Meeting #2: Discuss training needs of individual members and staff

■ ACTIVITIES

Internal Tasks:

- ◆ Elect Officers (president, vice-president or president-elect, treasurer and secretary)
- ◆ Complete Workplan with a clear mission Statement, goals and objectives
- ◆ Develop ongoing policy for members and staff
- ◆ Budget
- ◆ Assist committees (board members may want to serve on committees)

External Tasks (products):

- ◆ Mission Statement
- ◆ First Year Workplan

¹While maintaining ultimate responsibility, the board may delegate some of these activities to the Organization and Executive Committees.

Executive Committee Checklist Outline of Typical First Year Activities

■ **PURPOSE**

- ◆ Program Manager Supervision and Evaluation
- ◆ Fiscal Operations and Administration
- ◆ Program Management

■ **TRAINING** *[Complete in first three months]*

- ◆ All officers attend statewide training
- ◆ Read *Revitalizing Downtown* manual and *Board Members' Handbook*
- ◆ Meeting #1: Review *Board Members' Handbook* and discuss each section
- ◆ Meeting #2: Discuss Executive Committee role vis-a-vis Board, committees and staff

■ **ACTIVITIES**

Internal Tasks:

- ◆ Committee Workplan
- ◆ Monthly Report
- ◆ Staff Job Description
- ◆ Staff Review (once a year, minimum)
- ◆ Monthly Board Agenda
- ◆ Emergency Measures (expenditures and decisions)
- ◆ Policy and Procedures Manual
- ◆ Legal Issues (articles of incorporation, by-laws, 501(c)3 application)

External Tasks (products):

- ◆ Office set-up (space/utilities/equipment/furniture/storefront/charge accounts)
- ◆ Monthly Financial Reports
- ◆ Recommendations to the Board on issues and policies



Lost on the Moon Survival Test

A Group Problem Solving Simulation

Source: Lauren Adkins, Sr. Program Associate

The Situation:

Your spaceship has just crash-landed on the moon, which is in the third day of its 14 day lighted period. You were scheduled to rendezvous with a mother ship 200 miles away but the rough landing has ruined your ship and destroyed all the equipment on board, except for the 15 items listed below. Your crew's survival depends on reaching the mother ship, so you must choose the most critical items available for the 200-mile trip.

The Challenge:

Your task is to rank the 15 items in terms of their importance for survival. Place number one by the most important item, number two by the second most important, and so on through number 15, the least important.

Step 1: *Each member of the team is to individually rank each item. Do not discuss the situation or survival items until each member has finished the individual ranking.*

Step 2: *After everyone has finished the individual ranking, rank order the 15 items as a team. Once discussion begins, do not change your individual ranking.*

Steps 3 - 5: *Follow the instructions on the chart for scoring. Your facilitator will announce the expert's ranking.*

See the reverse side for your score sheet.

Protecting the Irreplaceable

| <i>-ITEMS-</i> | <i>Step 1</i> <i>Your ranking</i> | <i>Step 2</i> <i>The team's ranking</i> | <i>Step 3</i> <i>The Expert's Ranking</i> | <i>Step 4</i> <i>Difference between Step 1 & 3</i> | <i>Step 5</i> <i>Difference between Step 2 & 3</i> |
|---|--------------------------------------|--|--|---|---|
| <i>Box of matches</i> | | | | | |
| <i>Food concentrate</i> | | | | | |
| <i>Fifty feet of nylon rope</i> | | | | | |
| <i>Parachute silk</i> | | | | | |
| <i>Portable heating unit</i> | | | | | |
| <i>Two .45-caliber pistols</i> | | | | | |
| <i>One case of evaporated (Pet) milk</i> | | | | | |
| <i>Two 100 pound tanks of oxygen</i> | | | | | |
| <i>Stellar map (of the moon's constellation)</i> | | | | | |
| <i>Self-inflating life raft</i> | | | | | |
| <i>Magnetic compass</i> | | | | | |
| <i>Five gallons of water</i> | | | | | |
| <i>Signal Flares</i> | | | | | |
| <i>First-aid kit containing injection needles</i> | | | | | |
| <i>Solar-powered FM receiver-transmitter</i> | | | | | |
| Totals <i>(a lower score is better)</i> | | | | | |

Your Score

Team Score