

ORGANIZATION THE MAIN STREET WAY!

Presented by Roxanne Eflin, Maine Downtown Center

Leave Emboldened

Learn

Have Fun!



Be Inspired

Share

Your job today?

- ❖ Think creatively
- ❖ Write down anything juicy that comes to mind
 - ❖ “Borrow” ideas from others
- ❖ Leave with new inspiration to take your Organizational efforts to a higher level!

THE NATIONAL TRUST FOR
HISTORIC PRESERVATION

www.PreservationNation.org

National Trust for Historic Preservation

Chartered
by
Congress
in 1949

- **Mission:** "The National Trust for Historic Preservation provides leadership, education and advocacy to save America's diverse historic places and revitalize our communities."

National Trust for Historic Preservation

- Received federal funding up until 1998; presently supported entirely by private funding sources.
- Headquarters at Washington, DC
 - ▣ six regional offices
 - ▣ 29 historic sites
 - ▣ work with 270,000 members and thousands of preservation groups in all 50 states.



National Trust Main Street Center

Provides individuals and organizations with information and technical assistance needed to revitalize traditional business districts



MAIN STREET!

Developed by the National Trust for Historic Preservation

“Main Street” began in as a demonstration program in 1977 and has grown into the most comprehensive program for downtown revitalization in the country



National Main Street Network

Since 1980 – reaching over 2,200 downtowns



The National Main Street Center

Main Street
NATIONAL TRUST FOR HISTORIC PRESERVATION™

Helping people protect, enhance and enjoy the places that matter to them. [Support Main Street](#)

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Members Area

Online Membership Tools & Resources

Make the most of your membership:

- Subscribe to the [MainStreetList](#) today. Need help subscribing or changing your [Main Street List Settings?](#)
- Research past discussion threads in the [MainStreetList archives](#)

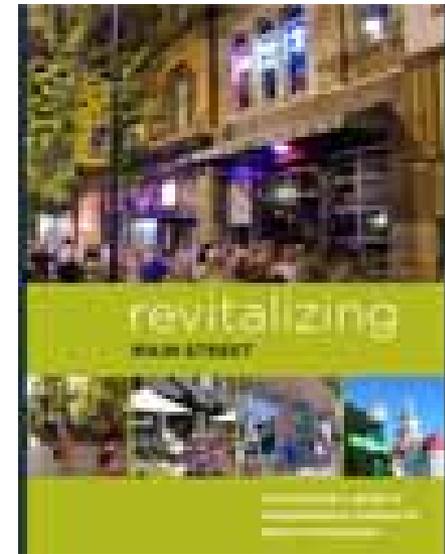
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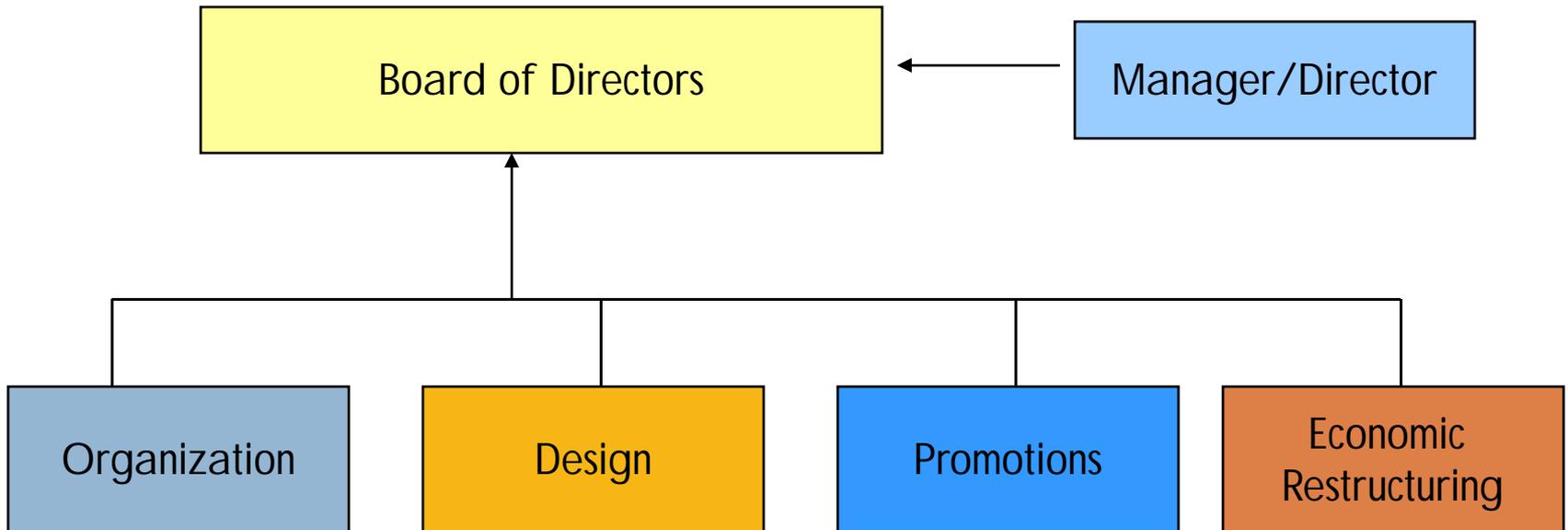
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Main Street Organizational Structure



Community

DDA Board of Directors

Executive Director

Design

Promotion

Organization

ER

Subcommittee #1
Public Improvements

Subcommittee #2
Private Reinvestment

Subcommittee #3
Design Education

Subcommittee #1
Special Events

Subcommittee #2
Retail Promotions

Subcommittee #3
Marketing

Subcommittee #1
Fundraising

Subcommittee #2
Public Relations

Subcommittee #3
*Volunteer
Development*

Subcommittee #1
Market Analysis

Subcommittee #2
*Recruitment &
Retention*

Subcommittee #3
Real Estate

Four Basic Food Groups of Main Street

Coffee, chocolate, veggies and a bean supper!



The Main Street Four-Point Approach®

Participating communities follow a four-pronged approach that focuses on:

- ❑ 1) building the capacity of the local revitalization **organization**;
- ❑ 2) enhancing the commercial district's physical appearance through **design**;
- ❑ 3) **promoting** the downtown as a destination; and
- ❑ 4) strengthening its economic base through business recruitment and retention = **economic restructuring**

Eight Principles for Success



1. Comprehensive
2. Incremental
3. Self-help
4. Public/private partnerships
5. Existing assets
6. Quality
7. Change
8. Action-oriented



“We shape our
buildings, and
afterwards our
buildings
shape us.”

Winston S. Churchill

Celebrate Destination Businesses





Downtowns are where the independent spirit of entrepreneurialism and innovation can thrive.

Where "Buy Local" keeps more dollars circulating in the community!

Did you know?

For every \$100 spent at a locally owned business, \$45 stays in the local economy, creating jobs and expanding the city's tax base.

For every \$100 spent at a national chain or franchise store, only \$14 remains in the community.

Put it all together and what do *we* get?...



- Economic reinvestment where the infrastructure exists!
- JOBS – good jobs!
- “Green” recycled buildings
- Vibrant cultural centers
- Quality of Life – Quality of Place
- Community Pride
- Healthy, walkable downtowns!

Main Street Program Operations

How the organization functions...

1. **Day-to-day Operations:** Office & activities
2. **Leadership Structure:** Board, Committees, staff
3. **Communication Lines:** staff, volunteers, stakeholders, partners



Stages of Main Street Programs

Phase One – Catalyst

Starting-up phase...

Volunteers on board
believe in the vision

Often – pioneer, visionary,
and entrepreneurs
eager to get the ball
rolling.



Stages of Main Street Programs

Phase 2 – Growth

Handles larger projects

The volunteers on board believe in the results of what they have seen. They may have special skills that are needed for the duration of the major projects.



Stages of Main Street Programs

Phase 3 – Maintenance

The community is in good health

The role of volunteers may lessen, changing roles

Events are mature, projects need maintenance.



Expectations of Main Street Communities

- Follow the Main Street model
- Develop and maintain broad-based community support for the program
- Develop yearly work plans
- Maintain an active board of directors and committee members
- Establish bylaws, which include term limits for board members
- Maintain professional, paid staff

Expectations of Main Street Communities

- Maintain an adequate operating budget
- Conduct ongoing training for volunteers and staff
- Report key statistics and projects
- Be a member of the National Main Street Network
- Attend state and national Main Street training conferences
- Maintain a quality preservation ethic

Board Responsibilities

- Regularly review and evaluate program operations
- Maintain performance standards
- Provide advice on work plan development
- Hire and manage staff
- Serve on a committee
- Attend regular board meetings
- Support final board decisions

Board Members are key to the success and effectiveness of the organization!

- Workers
- Wisdom
- Worrier (at least one!)
- Wealth
- Balance

COMMITTEE ROLES

“Rolling up Your Sleeves” ...

The Role of the Committees

- Implement activities
- Engage volunteers
- Develop new leadership
- Develop work plans
- Determine and Prioritize Projects
- May have sub-committees as needed

Committees are the backbone of the Main Street program



You'll be pulling together a large and lively group. Teamwork is essential. Are you ready?

Work of the Organization Committee

- ✓ Holding meetings – planning, brainstorming, analyzing
- ✓ Visiting merchants – get ideas, update, participation
- ✓ Talking with the press and media – updates, negotiate advertising, answer questions
- ✓ Coordinating groups – partnerships, attend, sponsor

Documenting growth of events

- Attendance at promotional events
- Number of vendors
- Number of participating businesses
- Impact of events on retail sales
- Value of media coverage
- What else?

More essentials

- 501(c)3 status
- Bylaws – do they need updating?
- Written Roles and Responsibilities – Code of Conduct/Conflict of Interest - for the Board
- Personnel Policies and job descriptions
- Financial – 990 and payroll tax reporting
- Annual Meeting and Annual Report
- Board recruitment & involvement
- Collaborate with other organizations
- Ample funds to sustain the organization



CELEBRATE SUCCESS!

Achievement/Honor Awards are in ideal way to tell the Main Street story, gain media recognition, galvanize partnerships and say THANK YOU to the hard working people in your downtown!

Maine's historic downtowns are more environmentally progressive and ecologically vibrant. The program has been designed to better connect to recognizing and achieving their own unique green potential. The overall plan can be broken down into individual projects ensuring different interest groups to champion the project of their choice.

1: Green Canopy



- Urban forest plan
- Green roofs + green walls
- Street trees + shade trees
- Street tree pilot
- Green parking
- Building greening initiatives
- Greenway gardens
- Greenway landscaping
- Night time light plans

Greenways, making the world more livable for everyone, creates a better environment.

2: Active Transportation



- Green Way + Multiple Trails
- Waterfront Trails
- Green Trails
- Sidewalk + Pedestrian amenities
- Bike lanes
- Funding programs (state, local, and)
- Bike share programs
- Green + Waterfront public space

Transportation is a key element in creating a livable, walkable, and bikeable community. It is essential to the success of the downtown and surrounding areas.

3: Stormwater Planning



- Daylight Stormwater
- Green stormwater collection
- No net runoff city facilities
- City facilities
- Bio-Retention
- Greenway gardens
- Waterfront planning

Stormwater management is a key element in creating a livable, walkable, and bikeable community. It is essential to the success of the downtown and surrounding areas.

4: Healthy Communities



- Outdoor exercise stations
- Green school yards
- Greenway gardens + bike lanes
- Open space and parks
- Recreational facilities
- Green roofs
- Farmer + Fish markets
- Active living programs for seniors

Providing the infrastructure to healthy living increases the quality of life downtown and the quality of the entire city throughout the business district.

5: Green Energy



- LEED certification for new buildings
- LED lighting
- High efficiency lighting
- Green financing
- Greenway gardens + bike lanes
- Solar energy
- Wind energy

Energy is a key element in creating a livable, walkable, and bikeable community. It is essential to the success of the downtown and surrounding areas.

6: Urban Living



- Mixed use development
- Increasing urban density
- Historic preservation + renovation
- Mixed use development
- Greenway gardens + bike lanes
- Greenway landscaping
- Greenway planning

Urban living is a key element in creating a livable, walkable, and bikeable community. It is essential to the success of the downtown and surrounding areas.

7: Transportation



- Public Transit
- Car share programs
- Bikes for seniors + youth
- Greenway gardens + bike lanes
- Greenway landscaping
- Greenway planning

Transportation is a key element in creating a livable, walkable, and bikeable community. It is essential to the success of the downtown and surrounding areas.

8: Reduce, Reuse Recycle



- Greenway gardens + bike lanes
- Greenway landscaping
- Greenway planning

Recycling is a key element in creating a livable, walkable, and bikeable community. It is essential to the success of the downtown and surrounding areas.

- Key Strategic Improvements:**
1. Convert the angled parking to parallel to allow for larger sidewalks and bike lanes.
 2. Opportunity for progressive green architecture and site integration.
 3. Bring focus to the waterway. Create connections between it and the downtown.
 4. Green or infill lost or forgotten spaces.
 5. Create/capture public green space in the downtown.



Balancing livability, sustainability, green design, urbanism, active living and ecological development.

Find funding to initiate new programs



Advocate on legislative issues and policies
Example: Quality of Place Gubernatorial Forum
Bangor Opera House

Questions...

- Do board members know what the mission statement and/or slogan is?
- Can you recite it?
- What is YOUR “elevator” (30 second) speech”?

Questions...

- How are new board members selected?
- What kind of “orientation” do new board members receive?

Questions...

- Term limits for board members?
- How do you retain wisdom? (e.g. Senior Advisors)

Questions...

- What skills / representation do current board members have?
- How diverse are you, age and gender being only two categories?

Volunteer Recruitment

- Establish a Volunteer Coordinator
- Create job descriptions
- Host an Info night
- Learn from other Main Street communities
- Tap into training and webinars
- Start small – build into more responsibility
- *Recruit, Reward and Retain!*

5 things to know about Volunteers!

- **Ask** for their help
- **Provide** a detailed job description, no matter how small the task
- **Give** them support – training and tools
- **Acknowledge** their gift of time and talent
- **Thank** them. **Again and again.**

George Wythe
Richard Henry Lee
Th Jefferson
Mary Harrison
Th Nelson jr.
Francis Lightfoot Lee
Charles Braxton

THE SIGNATURE OF A PRODUCTIVE
AND EFFECTIVE ORGANIZATION
COMMITTEE MEMBER

An effective Committee member:

- Knows and support the Main Street approach to promotion
- Has a genuine desire to serve on the committee
- Expresses self clearly, yet eagerly exchanges ideas with others
- Keeps an open mind, to be creative and learn from others

An effective Committee member:

- Thinks about the “big picture,” yet also concentrates on the details
- Knows when to be decisive and come to closure
- Cooperates willingly in a team effort
- Stays focused on the task at hand
- Understands the promotions needs of small retailers

Expectations of Committee Members

- ❑ Be a team player
- ❑ Stay focused
- ❑ Understand the Main Street approach
- ❑ Understand the committee role and focus
- ❑ Carry out projects in a timely, professional manner
- ❑ Be open to new ideas!
- ❑ Commit to at least one year, 5 hours/month

Minimum expectations:

- Commit to at least one year of service
- Work 3-5 hours a month
- Attend all training sessions
- Read selected orientation materials
- Learn the Main Street approach

Minimum expectations:

- Recruit/orient new members
- Prepare in advance for meetings
- Cooperatively draft an annual work plan
- Take responsibility for projects, and
- ALWAYS represent the organization positively to the public.

The Organization Committee Chair

The real star! Able to leap tall buildings...



The Organization Committee Chair:

Public recognition, leadership status, the ability to make a difference in the community and the satisfaction of a job well done are all rewards!

- ❑ **Recruits members** – organizes trainings and orientations, assigns/supervises tasks
- ❑ **Runs meetings** – agenda, notifications, takes minutes, refreshments
- ❑ **Organizes work plans** – schedules work, manages tasks
- ❑ **Forges consensus** – resolves conflicts, manages discussion, moves ahead

The Organization Committee Chair:

Public recognition, leadership status, the ability to make a difference in the community and the satisfaction of a job well done are all rewards!

- **Represents the board** – explains mission, clarifies policies, reports back
- **Represents Committee to board**
- **Works with staff** – coordinating actions, solving problems
- **Runs events** – delegating, taking responsibility
- **Does paperwork** – filing reports, thank you letters, manages funds

Your Chair is the key link...

- ...between the board and committee.
- The Chair reports committee ideas and actions to the board and other committee Chairs
- The Chair also reports back to the committee



The role of staff



Main Street
requires a
professionally
trained and
supported
Executive
Director or
Program
Manager

Staff as partner and team support

- Committee development – provides advice, helps with the mechanics (*does not have authority over*)
- Work plans – assists committee complete them, integrates their own and overlapping from other committees (*does not do all the work*)
- Promotion production (*does not take the lead*)
- Volunteer management – helps chair with recruitment and rewards (*is not the volunteer's boss*)
- Committee meetings - attends most meetings, helps strategize, works with chair (*does not call meeting or take minutes*)

The role of the Director/Manager

- Reports to Board President
- Coordinates and facilitates activities between board and committees
- Facilitates work plan development
- Builds relationships within the downtown
- Represents the Main Street program to the public and media
- Administers the program
- Helps to educate the community
- Motivates volunteers
- Attends committee meetings

Characteristics of a great Main Street Director

- Ability to advocate for downtown
- Positive outlook and Lots of energy
- Great communications skills
- Diplomatic
- Good collaborator who works well with others
- Organized
- Responsible and trustworthy
- Capable of handling day-to-day tasks independently
- Willing to work a flexible schedule
- Working knowledge of historic preservation and small business economics

Avoiding Committee Conflict



Keep in mind these few basic rules of committee communication to avoid unpleasant and unproductive discord...



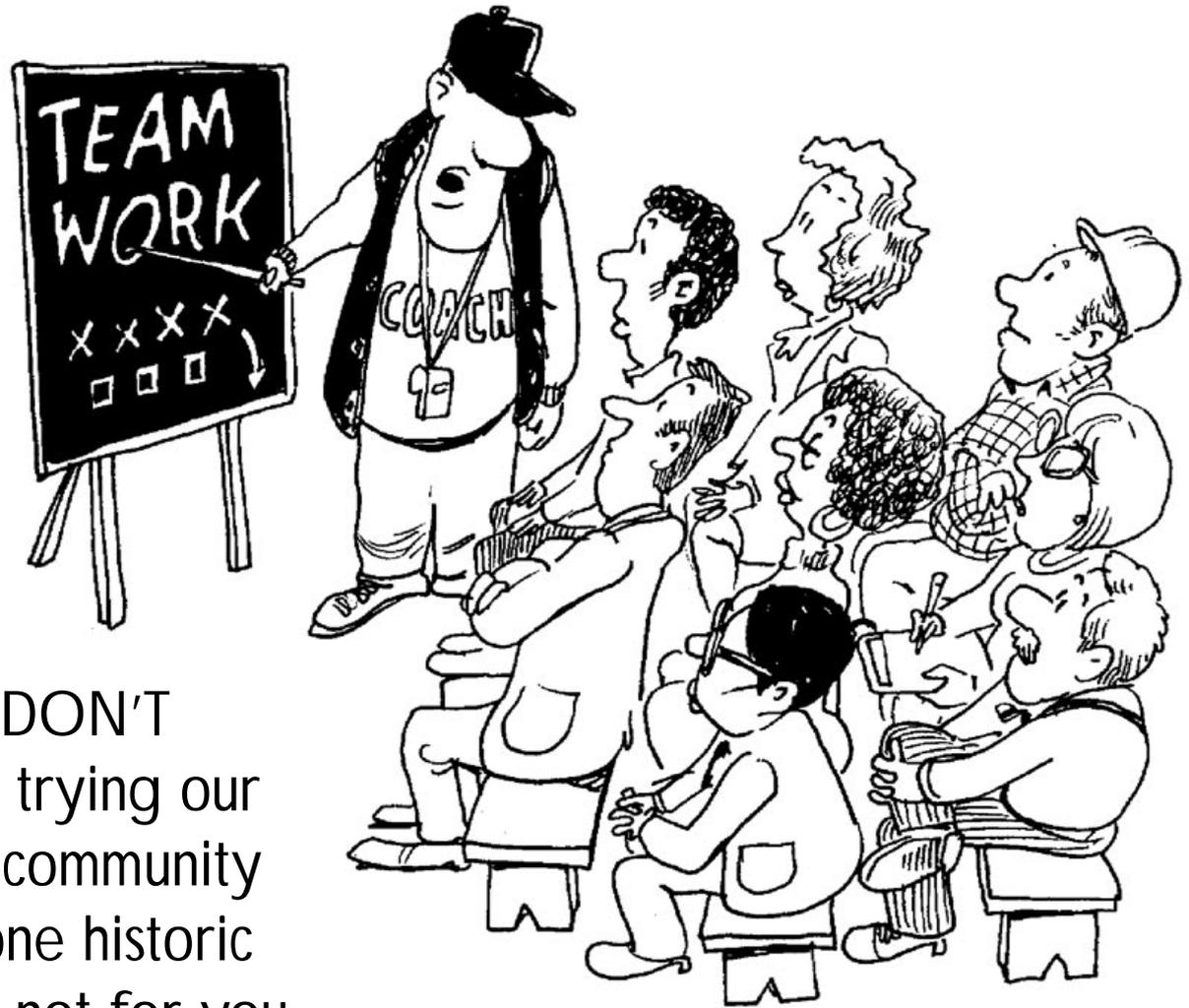
**“Why did I
decide
volunteer for
this committee?
What was I
thinking?”**

Seven Signs of a Bad Meeting

- ❑ No written agenda
- ❑ Too long
- ❑ Wrong people at meeting
- ❑ Starts late, ends late
- ❑ No purpose or conclusions
- ❑ Members unprepared
- ❑ Manager or Chair does all the talking

A Good Meeting!

- Has a clear agenda and purpose
- Starts and finishes on time
- Has a good facilitator/leader
- Has agreed-upon ground rules
- Assembles the right people in the room
- Has active group discussions and reaches conclusions



“Stay in the game! DON’T GIVE UP! We’re just trying our best to improve our community and quality of life one historic legacy at a time. If not for you, WHO?”

You might disagree...

- ...in a private meeting about issues related to the committee, but you walk out the door you are an AMBASSADOR to the public
- You must represent the committee's view, despite any lingering misgivings about the group's decision

Your committee may be opposed...

- ...to a board policy. If so, you have an OBLIGATION to clarify your position and the reasons for it.
- You also have an obligation to ultimately accept and publicly support the board's final decision

Your support is ESSENTIAL.

- If you find yourself in regular conflict with your committee or board's decision or direction, you should consider stepping down from your position.
- You'll do yourself and others no favor by staying on.

Tips for Managing Discussions

- **Make a Plan.**
 - ❖ Have a strategy for conducting the meeting.
 - ❖ Anticipate comments and reactions to each topic.
 - ❖ Decide the results you want and how to get there.

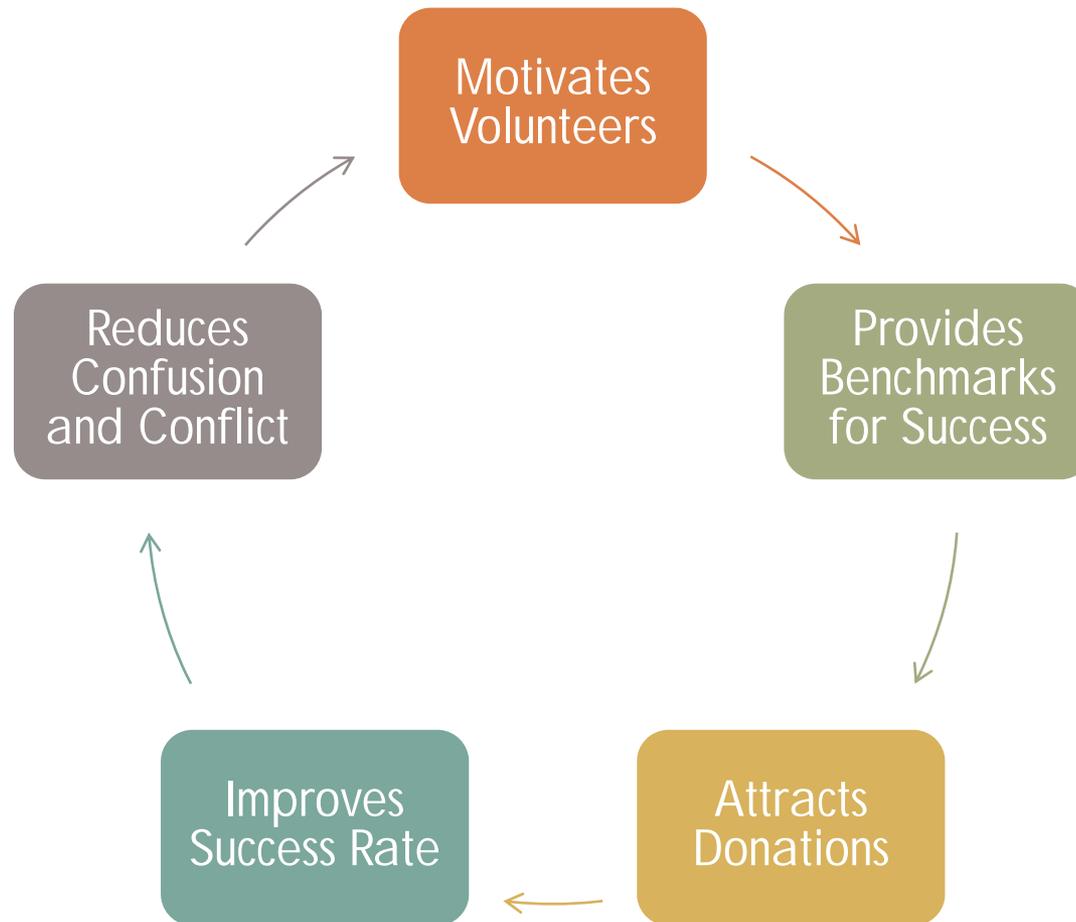
Tips for Managing Discussions

- **Zip Your Lip.**
 - ❖ Don't dominate the discussion
 - ❖ Set an agenda that allows others to lead discussions, make presentations
 - ❖ Consider yourself the gentle guider, the quiet leader.
 - ❖ Don't let yourself or staff or others squelch other people's enthusiasm.



DEVELOPING A GOOD WORK PLAN

Top Five Reasons for a Work Plan!



What does a work plan do?

- Helps to accomplish committee and organizational goals
- Provides a “map” for future events/activities
- Supports and Enhances Fundraising Efforts
- Important for Volunteer Recruitment
- Important for Volunteer Retention

Good Work Plan Seven Essentials





Organization Work Planning

Ask: How much \$ and # volunteers

Identify Resource Needs

- Analyze board and committee proposals to determine budget needs and number of volunteers
- Identify potential sources for both

Ask: How will we attract funds?

Develop a Financial Strategy

- Develop an annual funding game plan to help plan activities and determine how many volunteers you need, when
- With the board, coordinate development of the program budget and accounting system
- Identify businesses, institutions, residents, partners, municipality who has a stake in the commercial district

Ask: How we tell our story?

Evaluate Public Relations Needs

- Identify what the public needs to be told about the program to attract their enthusiastic support
- Evaluate all methods of educating and communicating with the public: website, e-news, social marketing, displays, collateral materials, presentations, media releases, etc.

Ask: How do we support the work of the entire program?

Draft
Work
Plan
Proposal
and
Get Board
Approval

- Develop a written work plan for 12 months, based on the resource needs of the entire organization
- Present full plan to board for adoption

A Typical Work Plan

Goals	Broadly state the results sought by the committee	<i>Board of Directors and Committee Chairs</i>
Objectives	Instructions for achieving broad goals	<i>Board of Directors and Committee Chairs</i>
Projects	Specific initiatives defines	<i>Committee Chairs and Manager</i>
Tasks	Describe individual actions to complete projects	<i>Committee Chairs and Manager</i>
Timetable	Set a realistic start and finish date	<i>Committee Chairs and Manager</i>
Responsibility	Identifies specific member who takes responsibility	<i>Committee Chairs and Manager</i>
Budget	Outline costs associated with each task, total for committee	<i>Committee Chairs and Manager Approved by Board</i>



EFFECTIVE MEDIA RELATIONS TIPS

Effective Media Relations Tips

- Develop a thorough media list. Get names, emails, deadlines, phones, fax and preferred news release formats.
 - ▣ No attachments to emails
 - ▣ Send the information in the body of the email
- Meet with everyone on the media list. Be prepared to explain your mission, programs, successes and ongoing challenges

Effective Media Relations Tips

- Stay in touch! Keep the media apprised on your progress.
 - ▣ Pass along results
 - ▣ Offer reactions to local government decisions
- Provide story ideas!
 - ▣ To get good feature story coverage, provide them with ideas.
 - ▣ Start with items from your work plan.

Effective Media Relations Tips

- REMEMBER RADIO! A terrific and underused medium. Cut PSAs (wav files) and send them everywhere!
- DON'T BE A PEST!
 - ▣ The press and media do not owe you good press
 - ▣ Whining about negative coverage is never fruitful
 - ▣ Provide correct and thorough information is the way to win friends!

Help the camera people set up



Remember group shots!

Every U.S. Senator and Congressman from Maine was represented, as were ten State Senate and House districts



Surviving a News Conference...



- Speak positively and deliver a strong, targeted message
- Don't "over talk" and STOP if you need to. They will edit!
- Assign one brave soul as your official spokesperson
- Remember the "B" roll...



WHAT IS THE #1 WAY
PEOPLE FIND OUT ABOUT YOU?





How Social Media savvy
are YOU?



Defining the Image

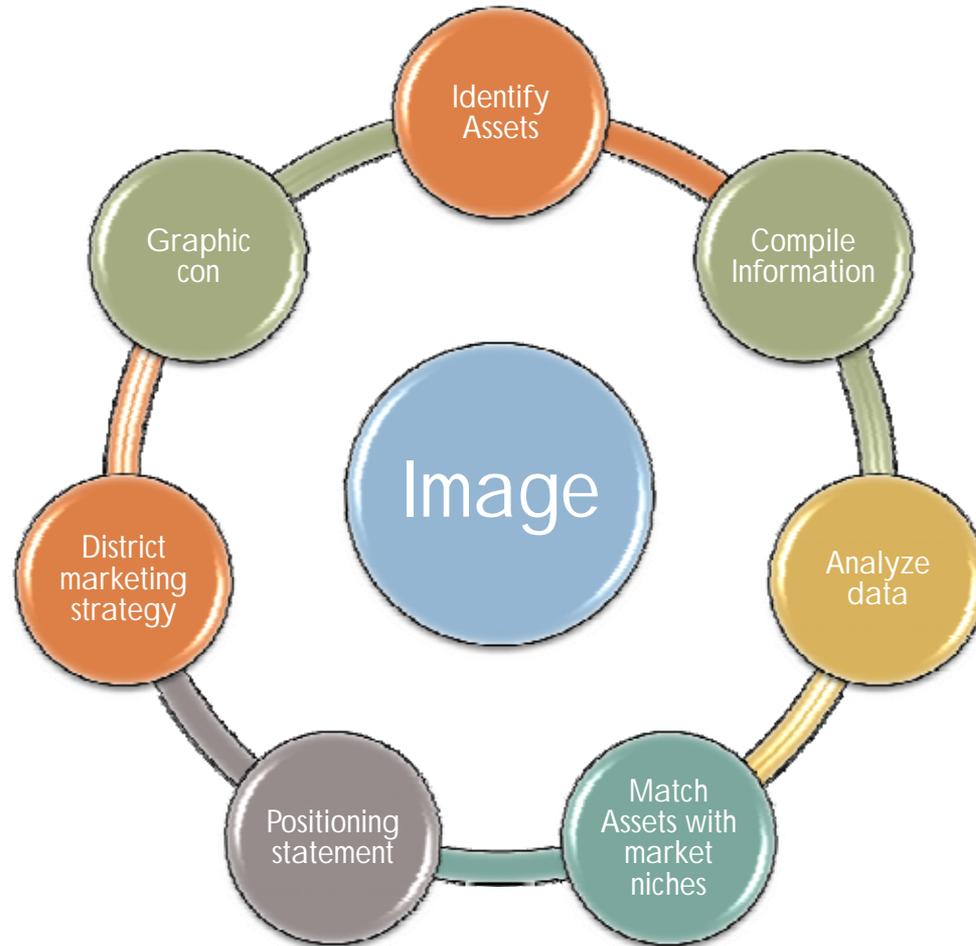
What are the raw materials of image?

Community Branding



(P. S. Arnett Muldrow and Associates ROCK!)

The Seven Steps in Creating an Image for Main Street





What is the #1 reason people give to organizations?

THEY ARE ASKED!



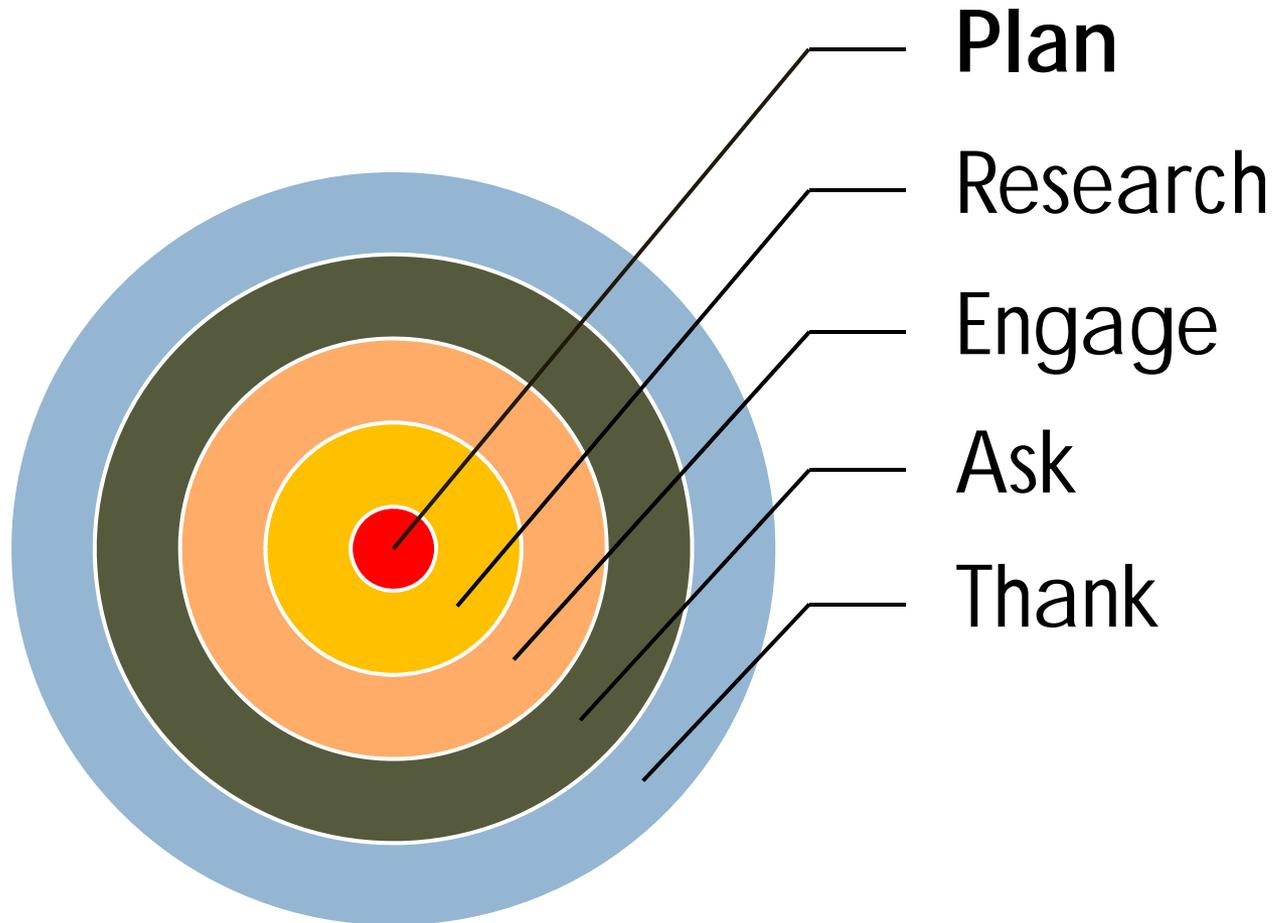
People Support Causes, not Committees

People Give Money to Achieve Dreams

Benchmarking success:

- Estimate number of volunteers involved with entire program
- Estimate number of all new volunteers
- Estimate the number of volunteer hours worked
- Convert volunteer hours into a dollar value
- Increase and nurture successful partnerships

Five steps to Fundraising success



Step One - Plan



Development Plan

Case Statement

List of Prospects

Step One – Plan

1. Develop a budget
2. Identify Sources of Revenue
 - Municipalities
 - Sponsorships
 - Memberships
 - Annual Fund
 - Special Events
 - Foundation, corporate or government grants
 - Product sales

Step one - plan

3. Prepare the Case for Support

- Focus on solutions – not needs.
 - Individuals have needs
 - Society has needs
- Nonprofit role: provide solutions to individual and societal needs.
- Gift support: addresses the needs of others - providing solutions to problems.
- **IMPORTANT** to understand the needs of others and our ability to address those needs.

Step One - Plan

4. Determine amount to be raised from different constituencies. Example:
 - 33% municipalities
 - 33% merchants
 - 33% individuals, and events

Step One - Plan

5. List of Prospects. Analyze current donor list to answer the following questions.
 - How many donors do you have with an interest in each category?
 - What is your retention rate?
 - What are your organization's strengths in working with donors?
 - Has the number of donors to your organization grown, decreased or stayed the same in the last three years?

Step one - plan

6. Gift Chart – Standards of Giving Chart
 - Create a gift chart to coincide with the gifts that you need to succeed.
 - Add prospect names to amounts needed.
 - If prospects are tried and true you may not need 3-5 prospects for each gift required.
 - Match the donors to the different constituencies.
7. Fund raising/promotional materials

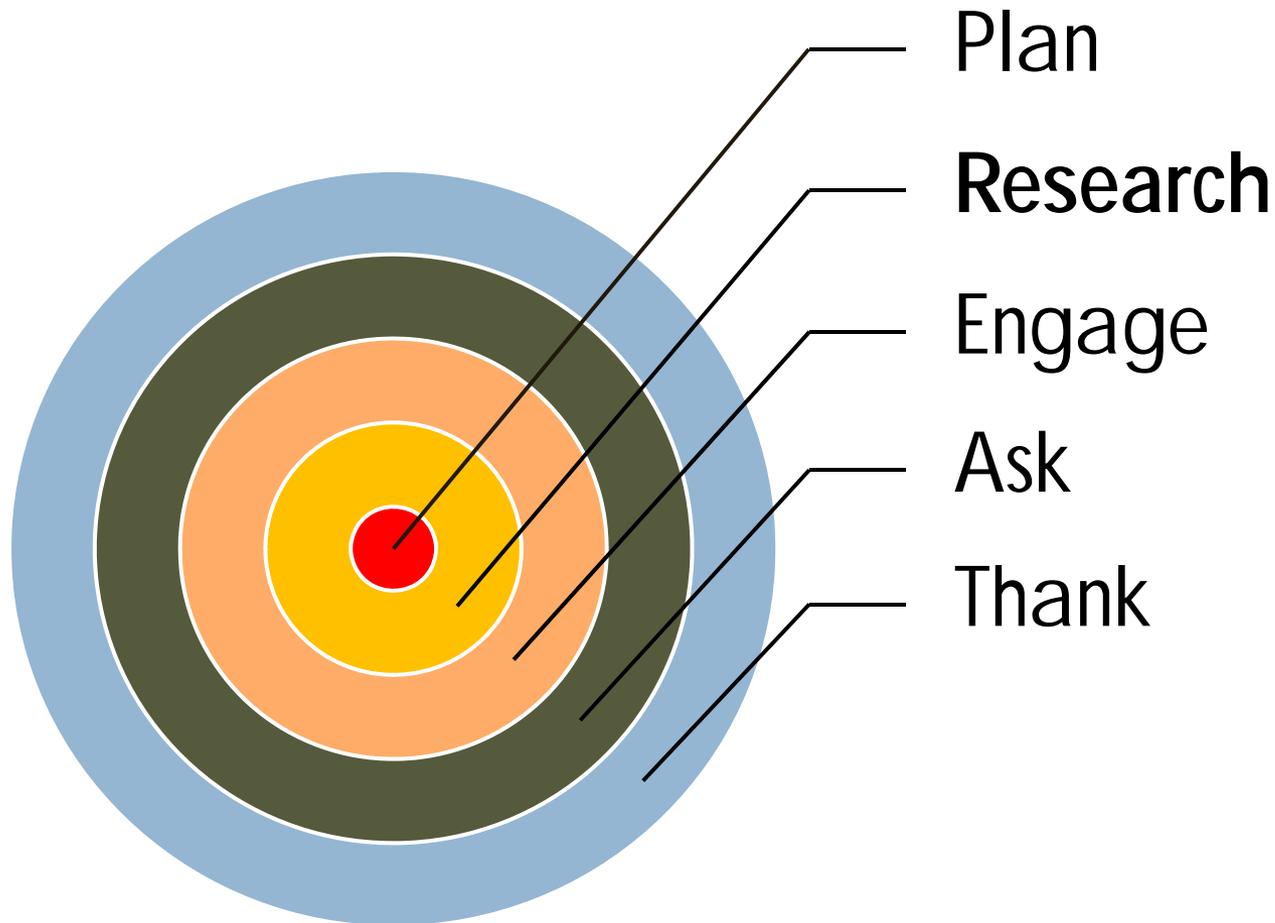
Gift Chart A

No. of Gifts	# Prospects	In the Range of	Total	Cumul. Total	Percentage
1	3	\$ 50,000	\$ 50,000	\$ 50,000	20.0%
1	3	\$ 25,000	\$ 25,000	\$ 75,000	
5	15	\$ 10,000	\$ 50,000	\$ 125,000	
5	15	\$ 5,000	\$ 25,000	\$ 150,000	60.0%
(12)	36				
10	30	\$ 2,500	\$ 25,000	\$ 175,000	
20	60	\$ 500	\$ 10,000	\$ 185,000	
25	75	\$ 250	\$ 6,250	\$ 191,250	
40	120	\$ 100	\$ 4,000	\$ 195,250	78%
(95)	285				
(107)	(321)				
Numerous					
up to		\$ 100	\$ 54,750	\$ 250,000	100%
You need a total of 107 gifts and 321 prospects.					

Gift Chart B

No. of Gifts	# Prospects	In the Range of	Total	Cumul. Total	Percentage
1	3	\$ 10,000	\$ 10,000	\$ 10,000	10.0%
1	3	\$ 7,500	\$ 7,500	\$ 17,500	
4	9	\$ 5,000	\$ 20,000	\$ 37,500	
5	15	\$ 2,500	\$ 12,500	\$ 50,000	50.0%
(11)	30				
10	30	\$ 1,000	\$ 10,000	\$ 60,000	
20	60	\$ 500	\$ 10,000	\$ 70,000	
25	75	\$ 250	\$ 6,250	\$ 76,250	
40	120	\$ 100	\$ 4,000	\$ 80,250	80%
(95)	285				
(106)	(315)				
Numerous					
up to		\$ 100	\$ 19,750	\$ 100,000	100%

Five steps to Fundraising success



Step Two – Research



Action precedes funding
Planning precedes action.

Unknown

Step two - research



Wrong Idea

*"To raise \$250,000 we just need to get \$250 from
1,000 people!"*

Step two - research

Right Idea

*Top gift should represent 10%-20% of the goal.
Top 20-50 gifts should represent over 50% of the goal.*

Gift Table

No. of Gifts	# Prospects	In the Range of	Total	Cumul. Total	Percentage
1	3	\$ 50,000	\$ 50,000	\$ 50,000	20.0%
1	3	\$ 25,000	\$ 25,000	\$ 75,000	
5	15	\$ 10,000	\$ 50,000	\$ 125,000	
5	15	\$ 5,000	\$ 25,000	\$ 150,000	60.0%
(12)	36				
10	30	\$ 2,500	\$ 25,000	\$ 175,000	
20	60	\$ 500	\$ 10,000	\$ 185,000	
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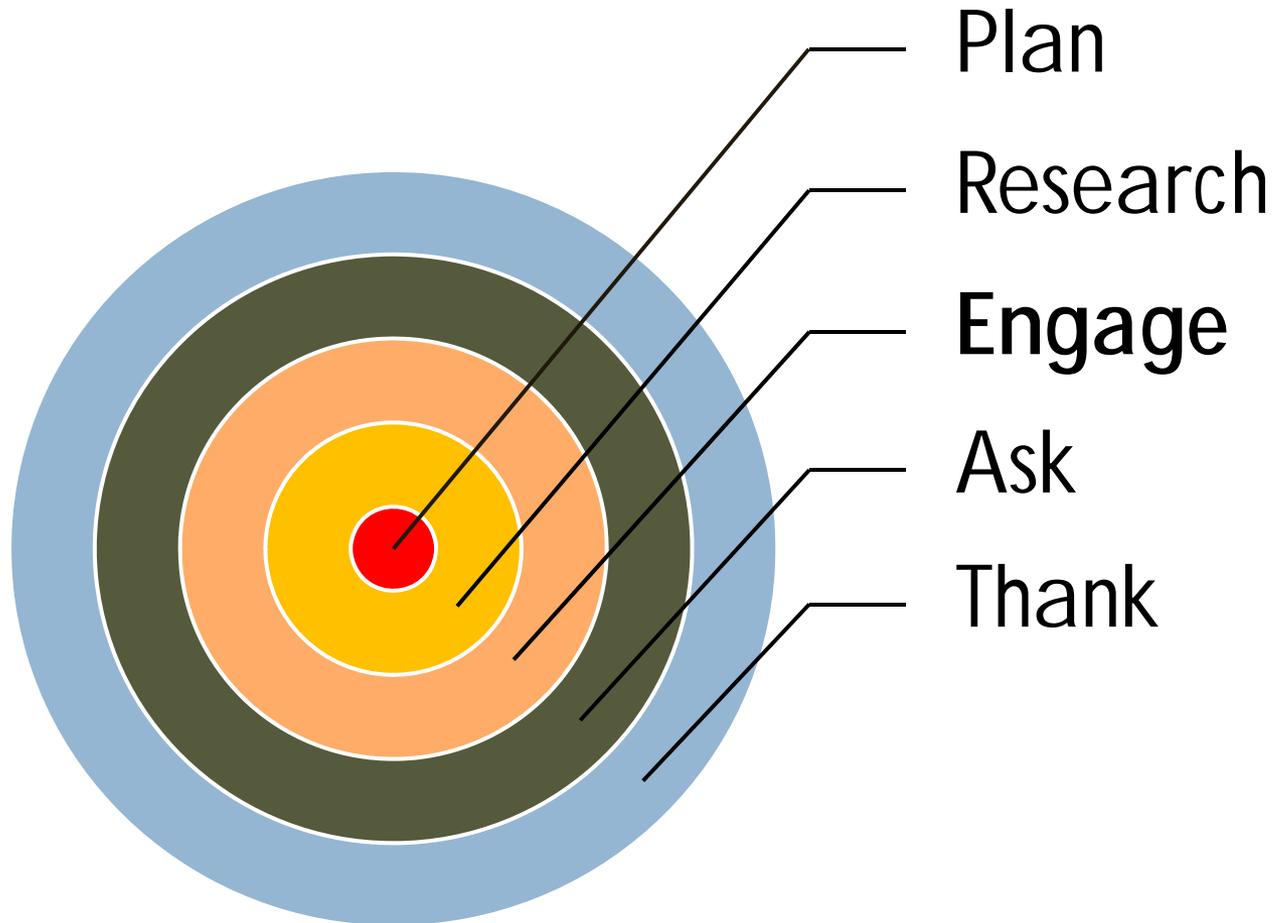
Step two - research

1. You have your list of prospects.
2. You have your Gift Table showing the number and size of gifts needed.
3. You have matched your prospects to your gift table.
4. It is time for serious research!

Step two – research

1. Google
2. Internet directories
3. Donor files – hard and electronic
4. Data mining – Blackbaud, Tedesco and Affiliates, WealthEngine
5. Peer review
 - CPI – capacity to give; philanthropic nature, interest in your organization
6. Strategy – solicitation plan

Five steps to Fundraising success



Step three - engage



1. You've created your plan.
2. You've written your case.
3. You've identified your prospects.
4. You've done excellent research.
5. Now what?

Step three - Engage



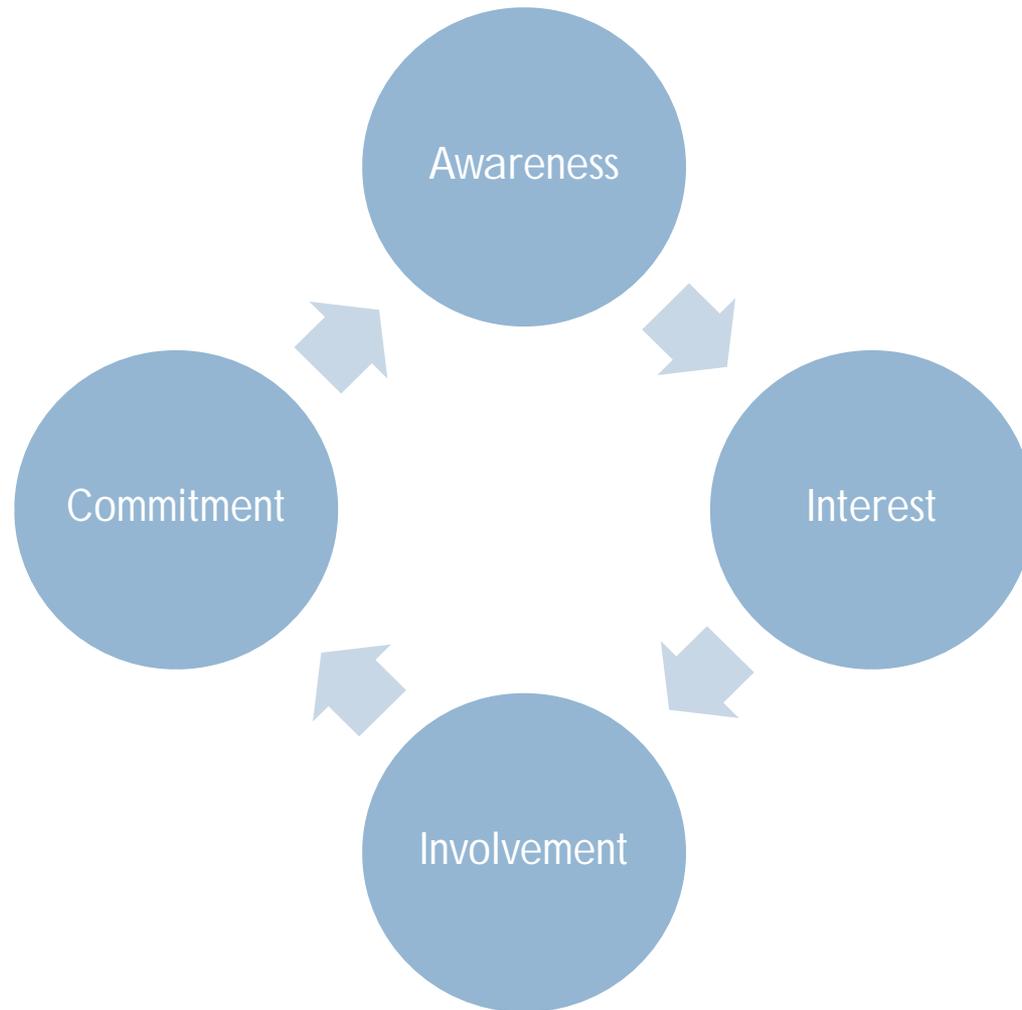
You need to engage the prospect in the process.

People give to winning causes and solutions –
not needs.

“You can’t milk a cow with a letter.”

Si Seymour

Moves/engagement Chart



Step three – engage

Make Special Prospects Feel Special

- Spend one-on-one time with the prospect. Get to know his story. What connects him to your organization?
- Host informal gatherings such as cocktail parties or lunches – not to solicit – to educate.
- Give behind-the-scene tours.
- Plan a special dinner with the CEO

Step three - engage

- Once you know what connects the prospect to your organization, then ask his advice.
- Read obituaries and wedding announcements for family information and memorial possibilities.
- Consider an award from your organization

Step three - engage

- Personally invite the prospect to special events your organization is sponsoring.
- Ask a mutual friend to write a positive letter to the prospect supporting your organization's efforts.

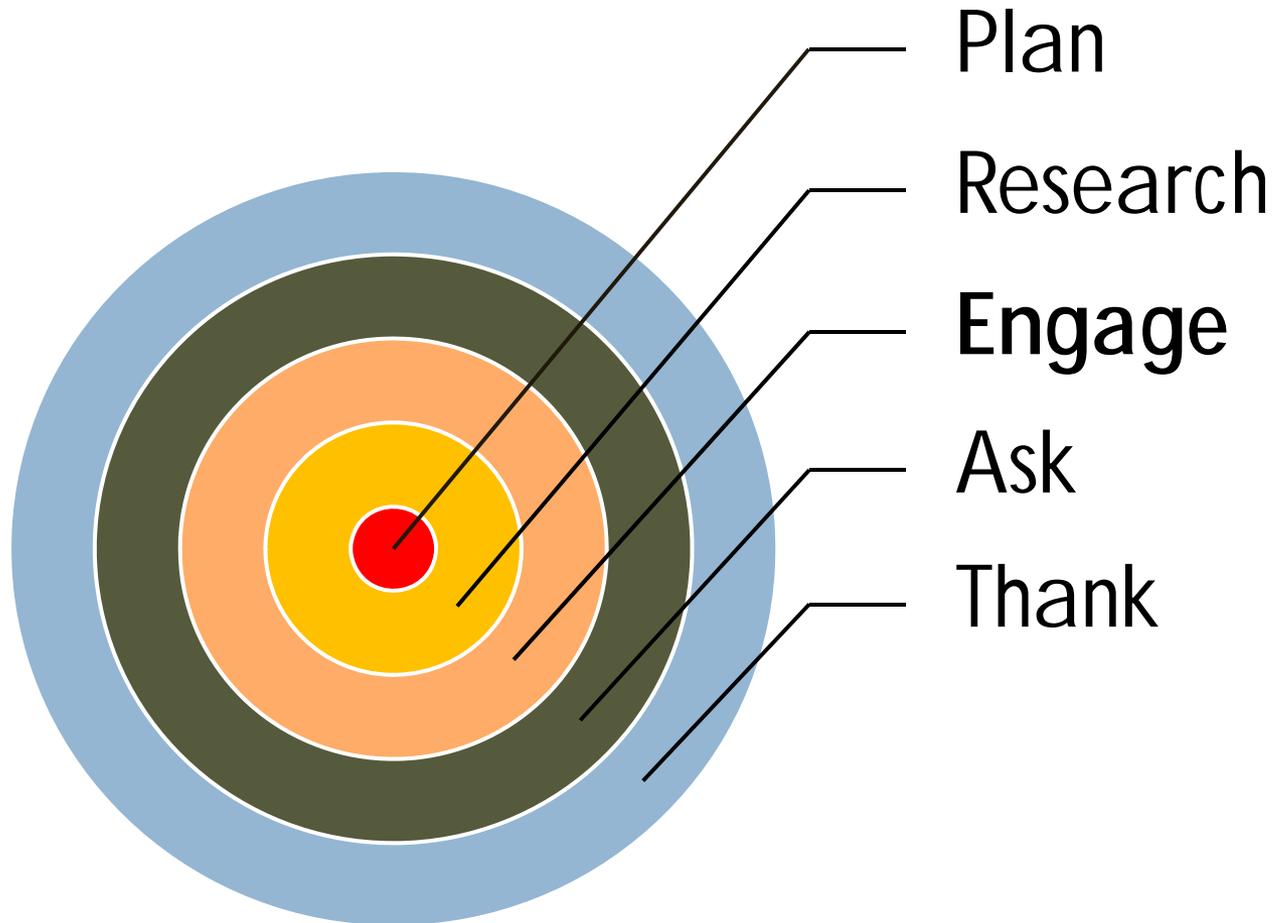
Step Three – engage

Know your Customer

What Motivates a Donor to Give?

- Ego – self importance, status or prestige.
- Economic – what the pay-back is or might be to the community.
- Responsibility – based on a sense of duty or moral obligation.
- Altruism – genuine desire to “make a difference” at improving the lives of others.

Five steps to Fundraising success



Step Four - Ask

- The easy part is done.
- You've made your plan.
- You've identified your donor prospects.
- You've engaged those prospects.
- **Now it's time to make the ask!**

Step four - ask

The Phone Call

1. Start with your best prospects.
2. Be yourself. Be honest.
 - I would love 15 minutes of your time to bring you up to date on Main Street Bath's plans this year.
 - I know Downtown Saco is of great interest to you and we would value your advice on ways to structure this summer's gala and historic tour.
 - You've been a tried and true friend to Waterville Main Street and I'd appreciate the opportunity to bring you up to speed on our new strategic plan which we're about to dive into.

Step four - ask

3. Once the appointment is made – confirm by letter – not telephone or email.
4. Best to solicit in teams – preferably with someone such as a board member or another donor who knows the prospect and has given at that level.
5. Work with the Manager or Organization Committee to develop a solicitation strategy.

Step four - ask

6. Know your organization's case – thoroughly.
7. Memorize a few facts about your organization that demonstrate its important role and financial stability.
8. Asking is story-telling. Tell yours. Give the prospect the opportunity to tell his.
9. **Listen carefully.**

Step four - ask

10. Pick up on points of intersection with the organization.
11. Ask if they would consider investing in one of those points. Offer the donor the opportunity to contribute a gift that meets his/her interests. Ask for a specific gift. Use your gift chart!
 - I'd like to ask you to consider a gift of \$5,000.
 - I'd like to invite you ...
 - Picture yourself among this group of donors...

Step four – ask

12. **Stop talking!** After you have made the ask *remain silent*. Let the prospect speak next.
13. Be prepared for objections. “I’ve got two kids in college...” “This has been a hard year.”
14. Be positive and try to find a way for the prospect to give at the level you suggested.

Step five – thank

You've made the ask. What happens next?

1. If the ask has been closed, do not leave the prospect's home or office without knowing how and under what terms the gift will happen.
2. If the donor has to think about the request, set up an appointment to follow up before you leave.

Step five – thank

3. Once back at the office, debrief with the full Organization Committee or Development Chair.
4. If the solicitation remains open write a thank you letter within 36 hours to the prospect reiterating the request and the date of the next meeting.
5. If the solicitation was completed within 36 hours write a letter of appreciation, stating the importance of the gift in meeting the needs of the community.

LEADERSHIP DEVELOPMENT

Believe in yourself.

The Five Hallmarks of Leadership

- ❖ Challenge the Process
- ❖ Inspire a Shared Vision
- ❖ Empower Others to Act
- ❖ Model the Way
- ❖ Celebrate Success!



The Main Street Program is not a Product.

It's a Process.

**It's about
people
and the
stories we
share.**

It's about you.





Educating the public is a challenge

It takes time, personnel, patience and creativity

Winning Teams Pull in the Same Direction

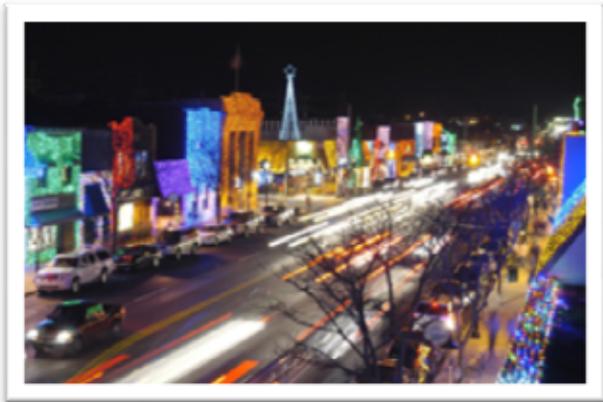


Strong partners are ESSENTIAL





A vibrant Downtown is...



- A tourist attraction
- A major employer & economic stimulator
- A strong base for independent business
- A source of increased value of surrounding neighborhoods
- The heart & center of community activity – arts, culture, events, government, churches, financial institutions, etc.
- A symbol & representation of a community's quality of life, history, identity, pride, and sense of place

Believe in the Power of Place.

It's the legacy we leave for future generations





THANK YOU! YOU ARE ALL STARS!

Roxanne Eflin, Maine Downtown Center
reflin@mdf.org

RESOURCES



- *Ask Without Fear*, Mark A. Pitman
- *Solicitation Skills Builder*, Stevenson, Inc.
- *How to Develop a Fundraising Plan*, Western Organization of Resource Councils
- *Fundraising Basics*, Second Edition, Barbara L. Ciconte and Jeanne G. Jacob

RESOURCES

- *Asking*, Jerry Panas
- Foundation Center, www.foundationcenter.org
- University of Vermont's Research Tools Page, www.uvm.edu/~prospect/index.html
- Blackbaud Analytics, www.blackbaud.com

- **National Conferences**
 - National Main Streets Conference
 - Preservation Conference
- **Online Tools:**
 - www.mainstreet.org
 - www.PreservationNation.org
 - MS list serve | Webinars | Solution Center
- **Publications:**
 - Main Street News
 - MS Bookstore
 - Board Members / Committees Handbook
 - Strategic Planning & More
- **On-Site Services by NTMSC**
 - Field Services | Seminars & workshops



THE MAIN STREET
BOARD-MEMBER'S
HANDBOOK

Additional Resources...