

ORGANIZATION



Main Street® Basic Training
National Main Streets Conference
May 2, 2010

Teresa Lynch, Sr. Program Officer
National Trust Main Street Center
www.mainstreet.org
859-873-0234 ■ teresa_lynch@nthp.org

© National Trust for Historic Preservation

Agenda

- **Using the Main Street Approach**
 - Four Point Approach / Eight Guiding Principles
 - History of the Approach
- **Building an Effective Program.**
 - Coalition building / Organizational Structure
 - Strategic Planning / Beneficial Programming
- **Organization / Committee**
 - Volunteer Development
 - Fund-Raising (projects and operations)
 - Public Relations and Outreach



Main Street Four Point Approach®



Kingwood, WV

- Organization
- Promotion
- Design
- Economic Restructuring (ER)

Main Street's Eight Principles

- Comprehensive
- Incremental
- Community-driven
- Public-Private effort
- Builds on existing assets
- Quality
- Change
- Implementation-Oriented



History of the Main Street Movement



State and City Main Street Programs



Main Street's Results

Economic Impact of Main Street in the U.S.

- \$48.8 billion in physical improvements
- 87,850 new businesses (*net*)
- 391,050 new jobs (*net*)
- 206,600 building rehabilitation projects
- \$25 to \$1.00 reinvestment ratio

(through December 31, 2005 – based on more than 1900 communities)

What's Happened to America's Main Streets?



Suburbanization



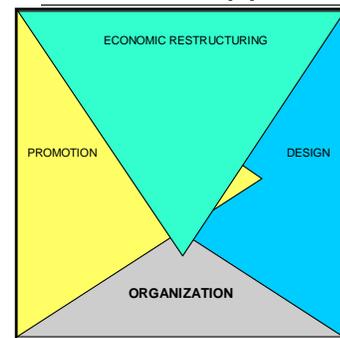
Federal Policy



Shifts in Retail Practices



The 4 Point Approach™



DESIGN

Restoring physical value



- Improving the appearance of the commercial district through preservation-based strategies

PROMOTION

Restoring social value

- Bringing people back to the community center by improving the district's image & marketing its unique assets



ECONOMIC RESTRUCTURING

Restoring economic value

- Repositioning the district's economy through market-driven business retention & development strategies



ORGANIZATION

Restoring political value

Building strong, broad-based support for the commercial district



Main Street's Eight Principles

- Comprehensive
- Incremental
- Community-driven
- Public-Private effort
- Builds on existing assets
- Quality
- Change
- Implementation-Oriented



1. Comprehensive



2. Incremental



3. Self help



4. Partnership development



5. Use of existing assets



6. Quality



7. Change



8. Implementation



What does it mean to be a “Main Street® community”?

The community:

- Has been officially designated by the state, city-wide, county-wide or regional coordinating program
- Follows the 4-point, 8-principle approach
- Meets, or is striving to meet, the 10 designation criteria

National Main Street Community Criteria

- Broad-based public and private support
- Vision and mission statements
- Comprehensive work plan
- Historic preservation ethic
- Active board and committees
- Adequate operating budget
- Paid, professional program director
- On-going training for staff & volunteers
- Reporting of key statistics
- Current member of National Main Street Network

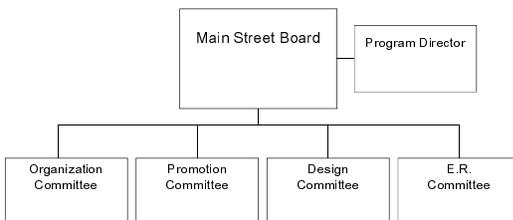


Revitalization Partners

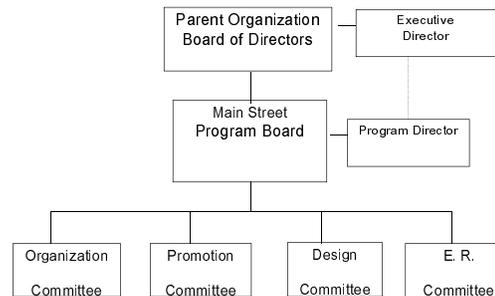
- business owners
- property owners
- government
- residents/consumers
- civic organizations
- chamber of commerce
- preservationists
- economic & community development corporations
- financial institutions
- utilities
- schools
- social service agencies
- religious institutions
- media
- regional planners



Organizational Structure for a Free-standing Main Street Program



Structure for Main Street in an Existing Organization



Benefits of 501(c)(3) Status

- Charitable contributions for individuals
- Grant eligibility
- Consistency with mission of organization



The Legal Stuff

- Articles of Incorporation
- Organization by-laws
- IRS FEIN (form SS-4)
- IRS non-profit tax status (form 1023)
- State/City business license
- Insurance for program
- Annual tax returns, taxes (if applicable)

The Ideal Main Street Office

- Distinct
- Visible
- Adequate space
- Well-equipped
- Attractive signage
- Model of design principles
- Resource center
- Necessary personnel



Board Structure

- Broad-based
- A *working* board
- Usually 9-13 members
- Individuals give 4-10 hrs./month
- Contains 3 *Ws*



Board of Directors Responsibilities

- Funding
- Financial Management
- Advocacy
- Policy
- Planning
- Personnel



Board Officers (Executive Committee)

- President/Chairperson
- Vice President/Vice Chair
- Secretary
- Treasurer



Characteristics of an Effective Board President

- Leadership, team-building & management skills
- Meeting management skills
- Communication skills
 - Verbal
 - Written
 - Listening
- Belief in mission & principles of Main Street
- Understanding of Main Street Approach
- Commitment of time & energy (8–10 hrs. per month beyond regular board members)

Role of Executive Director

- Administrative
- Public relations
- Work plan coordination
 - Development
 - Implementation
- Volunteer management
- Monitoring & evaluation
- Resource to board & committees



What do you get when you combine:

- An Economic Development Coordinator or Business Specialist
- A Chamber President
- A CVB Director
- An Event Organizer
- A Volunteer Manager
- A Marketing Genius
- An Architect or Designer
- A Real Estate Broker
- A Not-for-Profit Manager



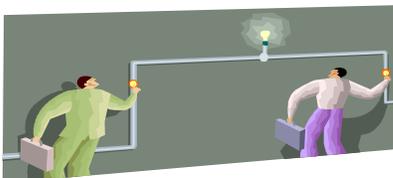
The Perfect Main Street Manager!

Desired Characteristics of Executive Director

- Excellent people skills
- Organized
- Good communication skills
- Self-starter
- Computer skills
- Ability to delegate & multi-task
- Thick-skinned
- Happy and Energetic



Understanding Main Street's Committee Structure



General Committee Roles

- Meeting regularly
- Developing work plans
- Implementing projects
- Reporting to the board
- Record keeping



Characteristics of an Effective Committee Chair

- Understands the Main Street Approach
- Has strong organizational skills
- Enjoys leading & managing people
- Able to facilitate group discussion
- Maintains a positive attitude
- Recruits & orients new members
- Respects others' viewpoints & skills
- Does not make decisions unilaterally
- Communicates well

Characteristics of an Effective Committee Member

- Learns the Main Street Approach
- Commits at least 1 year
- Works 3–5 hours per month
- Attends training sessions
- Helps recruits & orient new members
- Takes responsibility for projects
- Always represents the organization positively to the public
- Supports activities of the organization

Working Together Effectively

- Understand role of the committee
- Understand your role on the committee
- Respect the opinions and perspectives of your fellow committee members
- Ask questions if you don't understand
- Set clear expectations, roles, and deadlines
- Hold regular meetings & communicate in between
- Follow a written work plan
- Contribute ideas – and concerns
- Be realistic about your capacity



Running Effective Committee Meetings

- Use a written agenda
- Identify agenda items for discussion or action
- Set approximate time to spend on each agenda item
- Distribute agenda and background materials 1-2 weeks ahead of time
- Start and end on time
- Ensure everyone has opportunity to contribute
- Keep meeting/discussion focused
- Recap the meeting before ending
- Keep good notes/records



Planning for Main Street

Mission Statement

Who you are and what you're doing

- Concise
- Easily understood
- Distinct from other organizations

“The mission of Downtown Springfield, Inc., a not-for-profit corporation, is to preserve, promote, and enhance Springfield’s historic central business district.”

Vision Statement

Where you're going

- 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)

Why Do A Work Plan?

- 12-18 month “to do” list
- Project management tool
- Volunteer management tool
- Budgeting tool
- Record-keeping tool



Your Main Street

SAMPLE WORK PLAN

ORGANIZATION COMMITTEE

Goal: To build and sustain a strong volunteer-driven commercial district revitalization organization
 Objectives: 1. Attract and retain a variety of volunteers for the Main Street organization
 Project: Main Street Youth Board (to engage high school students in Main Street's revitalization) Completion date: 5/1/2003
 Chair: Jon Phone: 332-2291 Fax: 588-6050 E-mail: fearlessleader@hotmail.com
 Committee Members: Inez, Kara, Bill, Melissa, Scott

Task	Responsibility	Timetable	Cost	Revenue	Progress/Completion	Comments
Compile list of area schools database	Jon	1/15/03				Scott will maintain
Call schools for key teacher						
Contact/sponsor/schedule visits	Inez	1/15				
Make school presentations	Jon, Kara, Scott	1/15-2/28				Scott will maintain
Identify student liaisons	Kara	2/28				database
Plan organizational meeting	Jon, Inez	2/15-3/5	\$150		Sponsor will underwrite	
Make buttons	Inez, Bill	2/26	\$45		Sold for \$1 each	Committee will manage
manage revenue						project, use
Site arrangements	Bill	2/1				
agenda	Jon, Scott	2/1				
Food	Bill	2/1				
List of student media, channels	Kara, Bill, Scott	3/31				Scott to maintain
Develop database of students/						
interests	Kara	3/31				
Distribute student list to other						
committees, district businesses	Kara, Inez, Jon	4/1-4/30				
Press releases/photo	Jon, Scott	4/1				
Bi-monthly flyer, e-mail	Students, Jon	Ongoing	\$300	1 adv / issue		Scott will assist
TOTAL:			\$500		\$500	(profit for future projects)

Organization Committee Primary Areas of Work

- Public Relations
- Volunteer Development
- Fund-Raising (operations and projects)



Organization Committee

Reaches into people's--

Mind



Heart

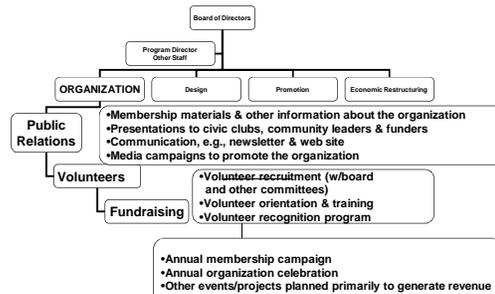


Wallet



= Outreach Committee

Organization Committee



Who Serves on the Organization Committee?

Needed Skills:

- Public relations/media specialists
- People who know lots of people
- Organized souls
- Individuals with fund-raising or grant-writing experience
- Individuals who are great at organizing fundraising events

Organization Committee

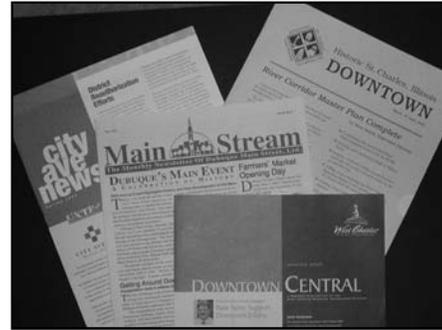
=
Executive Committee
+
Some



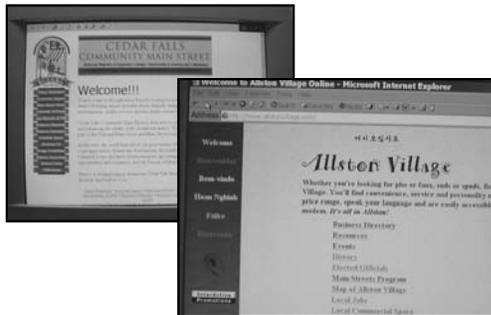
Public Relations



Newsletters & Brochures



Main Street Web Sites



E-Blasts



Media Coverage



Presentations



Annual Reports



Other P.R. Outlets

- Other organizations' media
- Employee publications
- Newspaper inserts
- Bulletin boards
- Shopping bag inserts
- Inserts in utility bills, bank statements



Public Relations *Who's Responsible????*

- Newsletters & Brochures
- Main Street Website
- Media Coverage
- Presentations
- Annual Reports/Annual Meetings



Volunteer Development



What Volunteers Add to a Main Street Program

- Raw muscle
- Local 'buy-in'
- Political clout
- Different perspectives
- Staying power for a program



Aspects of Volunteer Development

- Recruitment
- Management
- Recognition



Developing a Recruitment Strategy

You need to...

- have a real need & desire to work with volunteers
- a clearly written work plan
- know whether you want project or committee volunteers
- know what you want volunteers to do
- have job descriptions
- know how volunteers will benefit (WIFM?)
- know what will motivate volunteers
- know where to find volunteers
- have a recognition process in place



Ways to Recruit Volunteers

- Ask them directly
- Word of mouth
- Run "help wanted" ads in newsletter
- Articles in local media praising volunteers
- Presentations to service clubs
- Green Thumb, Americorps
- Senior Groups
- Churches/Schools
- Corporations that foster community service
- Downtown festivals



Managing Volunteers

- Clearly define the task
- Define time needed to accomplish with specific start/end date
- Provide training appropriate to the task
- Give recognition & praise
- Let them rest
- Give additional responsibility



Volunteer Recognition

- Help them feel needed & appreciated
- Build success into every task
- Use their time well
- Create appropriate recognition programs



Forms of Recognition

- personal praise
- thank letters/cards/email
- certificates
- newsletters
- ask advice/include in important meetings
- newspaper/mass media recognition
- awards programs
- invites to special events
- letters of recommendation
- buttons/t-shirts/id pins/etc.
- flowers



Volunteer Development

Who's Responsible???

- Volunteer Recruitment
- Volunteer Management
- Volunteer Recognition



Fundraising



Sources of Funding

- Public sector support
- Special assessment districts
- Private sector memberships
- Sponsorships
- Product sales, other activities
- Event revenue
- Contracts, fees for services
- Grants



Sample Annual Operating Budget

Director Salary	\$35,000
Director Benefits	\$ 8,000
Staff/Volunteer Training	\$ 4,000
Staff/Volunteer Travel	\$ 2,000
Rent & Utilities	\$ 6,000
Telephone	\$ 1,000
Equipment and repairs	\$ 1,000
Office supplies	\$ 500
Postage	\$ 1,000
Insurance	\$ 1,000
Photo supplies	\$ 500
Prof. dues/membership	\$ 3,000
Printing/copying	\$ 5,000
Design Committee	\$ 2,000
Promotion Committee	\$ 2,000
Economic Restructuring Comm.	\$ 2,000
Organization Committee	\$ 2,000
	\$76,000

Distribution of Funding Sources for Operational Program Support

50% Public funding

30% Private community funding (memberships, SADs)

20% Fundraising Events, Product Sales, Miscellaneous

How to Sell Main Street to Constituent Groups

- Property Owners
- Local Residents/Consumers
- Business Owners
- Financial Institutions
- Utility Companies
- Local Government
- County Government
- Preservationists



Fundraising Steps - General Membership Appeal

- Set goal based on fundraising plan
- Set time period for completion
- Identify stakeholders
- Prepare support materials
- Assign askers and train \$raisers
- Publicity and Kickoff
- Contact and Ask
- Thank and Celebrate
- Record, remind, renew



Fundraising – Who's Responsible???

- Soliciting Public Funds
- Developing Membership Campaign
- Creating a SAD
- Raising Private Donations
- Mounting Fundraising Events
- Selling Products



Board Funding Responsibilities

- Ensures that the program is well-funded
- Takes the lead in soliciting public funding
- Works with the organization committee to develop a plan for organizational funding
- Actively participates in fundraising campaign
- Monitors financial condition of the organization
- Supports all fundraising activities of organization
- Makes a financial contribution



Organization Committee Funding Responsibilities

- Assists Board in soliciting public funding
- Conducts annual membership campaign
- Works with the executive director to develop all fundraising support materials
- Establishes a program of fundraising events and product sales
- Generates other fundraising activities as needed



Staff Funding Responsibilities

- Serves as public relations ambassador
- Assures fundraising work plan is implemented
- Assists in the development of membership & fundraising materials
- Helps in creating workable strategies
- Provides consistent support to organization committee and Board in all fundraising efforts
- Tracks contributions, recordkeeping



Other Committees' Funding Responsibilities



- Developing & implementing plans for committee projects
- Supporting fundraising activities of the organization

Resources

- www.mainstreet.org
- www.PreservationNation.org
- Main Street Now
- National Main Street Network
- Main Street Bookstore
 - Board Members Handbook
 - Main Street Committees Handbook
 - Revitalizing Main Street
- On-Site Consulting Services



Consulting
Services

