

WASHINGTON MAIN STREET

PROGRAM GUIDE & HANDBOOK



Washington State
MAIN STREET
PROGRAM

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This publication has been financed in part with Federal funds from the National Park Service, Department of the Interior administered by the Washington State Department of Archaeology and Historic Preservation (DAHP). However, the contents and opinions do not necessarily reflect the views or policies of the Department of the Interior or DAHP nor does the mention of trade names or commercial products constitute endorsement or recommendation by the Department of the Interior or DAHP. This program received Federal funds from the National Park Service. Regulations of the U.S. Department of Interior strictly prohibit unlawful discrimination in departmental Federally Assisted Programs on the basis of race, color, national origin, age, or handicap. Any person who believes he or she has been discriminated against in any program, activity, or facility operated by a recipient of Federal assistance should write to: Director, Equal Opportunity Program, U.S. Department of the Interior, National Park Service, 1849 C Street, NW, Washington, D.C. 20240.

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THE MAIN STREET FOUR-POINT APPROACH®

The Main Street Four-Point Approach® is a unique preservation-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 1,200 cities and towns in 40 states 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.

Organization 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 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 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 Restructuring 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 restructuring activities.



National Main Street Center

a subsidiary of the
National Trust *for* Historic Preservation

THE EIGHT GUIDING PRINCIPLES

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.

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.

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.

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.

Identifying and Capitalizing on Existing Assets. Unique offerings and local assets provide the solid foundation for a successful Main Street initiative.

Quality. From storefront design to promotional campaigns to special events, quality must be instilled in the organization.

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.

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.



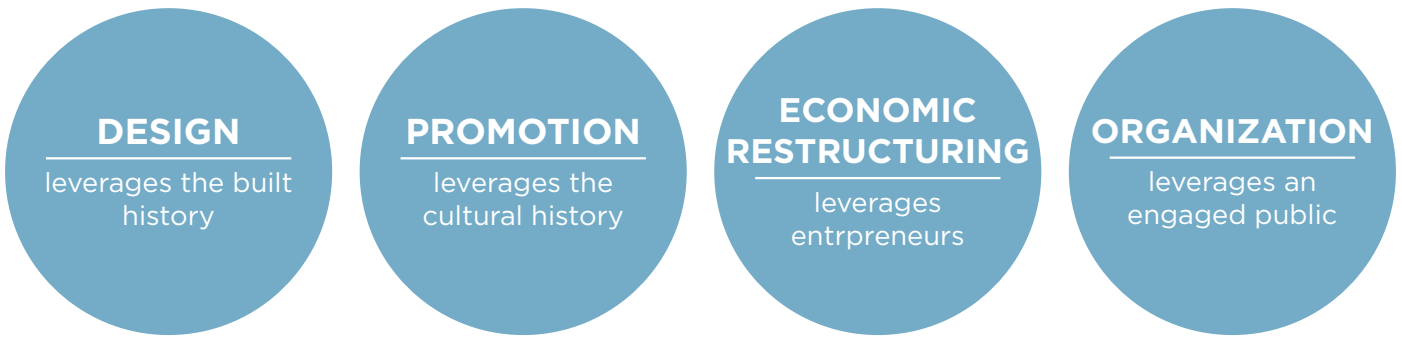
Wild Wheat Bakery in historic downtown Kent.

ECONOMIC DEVELOPMENT PHILOSOPHY

The National Main Street Center is reasserting that all of Main Street’s Four-Points (Design, Promotion, Economic Restructuring, and Organization) play an economic development role. The Main Street Four-Point Approach® is an asset-based economic development strategy. The assets common to historic commercial districts are heritage assets and human assets. Heritage 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 each point 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.

HERITAGE ASSETS

HUMAN ASSETS



In this way, a Main Street program can operate as a non-profit 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 Restructuring 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 non-profit business. Its volunteers are mobilized through committees or teams that reflect the Main Street Four-Point Approach®. For successful asset-based economic development, each committee or team must embrace its development role.

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

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.

Courtesy of Todd Barman, Former Senior Program Officer, National Main Street Center

WHY IS DOWNTOWN IMPORTANT?

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

- Your central business district is 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 central 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 central 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.

Edited from an article by Alicia Goehring, Wisconsin Main Street Program, Wisconsin Department of Development



The Plein Air Event in downtown Camas.



Classy Chassy Show and Shine in downtown Kennewick.

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 ten basic performance criteria. The following points should act as a roadmap for your program and provide targets for better, more effective performance:

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.

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.

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.

Active board of directors and committees: The program has an active governing board and well-managed committees dedicated to each of the four Main Street principles. Both the board and the committees have regular meetings to address work plans and other important issues within the program.

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.

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.

Training for staff and volunteers: The program provides ongoing training for staff and volunteers, and takes advantage of training provided through the Washington State Main Street Program and NMSC.

Reports key statistics: The program submits timely and thorough reports on its progress as required by the Washington State Main Street Program and NMSC.

Membership: The program is a current member of the National Main Street Network.

Washington Main Street programs must meet all ten 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.

Expanded criteria descriptions can be found in this handbook on page 88 under "National Main Street Program Accreditation"

WASHINGTON STATE MAIN STREET NETWORK

Since 1984, the Washington State Main Street Program (WSMSP) 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 their own strategies to stimulate long-term economic growth and pride in the heart of the community downtown.

In 2010, Washington's Main Street Program was moved from the Department of Commerce to the Department of Archaeology & Historic Preservation. The program is managed, under contract, by the Washington Trust for Historic Preservation.

The Washington State Main Street 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.

AFFILIATE COMMUNITIES

The purpose of the affiliate level is to provide 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 Washington State Main Street Community Requirements.

Benefits

- Phone and email consultation
- Invitation to regional Main Street 101 and additional capacity building workshops spread throughout the state
- Eligible to apply for the annual *Excellence on Main Awards*

Requirements

- Application and annual renewal
- Signed Letter of Agreement (annual)
- Testimonial regarding the value of affiliation
 - Completion of an annual local program progress report
 - Provision of local case study / best practice example



New benches being installed in downtown Chelan.



Artgarden Pottery in downtown Moses Lake won a 2012 Excellence on Main Award for Economic Restructuring.



Downtown Olympia.



A tour near the iconic Davidson Building in Ellensburg.

WASHINGTON STATE MAIN STREET COMMUNITIES

The purpose of the Main Street Community level is to provide access to resources, networking opportunities, training and advanced resources and opportunities to communities who have an independent 501c3 or 501c6 non-profit 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®.

Benefits

- Access to National Main Street Accreditation
 - Evaluation based on National Main Street Center's 10 criteria
- Participation in the Main Street Tax Credit Incentive Program
- Eligible to participate in the Main Street Mentoring Program
- Assistance administering annual Main Street District Trends Survey
- Invitations to regional Main Street 101 and capacity building workshops:
- Staff hiring assistance
- Manager/Executive Director orientation (one-day onsite)
- Board/organization work plan development, review and training
- Phone and email consultation
- Three leadership meetings/trainings, including annual retreat (fall)
- Use of Main Street Brand (eligibility based on National Accreditation)
- Eligible to apply for the annual Excellence on Main Awards

Requirements

- Annual application due in November
- Independent 501c3 or 501c6 non-profit organization whose mission is dedicated solely to downtown revitalization
- Executive director in place within one year of application approval
 - 0-2500 people = half time volunteer ED
 - 2500-5000 = half time paid ED
 - 5000+ = full time paid ED
- Letter of Agreement (annual)
- Annual Report
 - Comprehensive annual work plan in addition to a list of projects/events by committee
 - Report to include how tax credit money was used
 - Due date in early spring
- Quarterly online program update and statistics report
- Representation at annual Main Street Retreat (fall) plus at least one Leadership Meeting training (January & July)
- Representation at RevitalizeWA Preservation & Main Street Conference
- Adequate operating budget
- Administration of annual Main Street District Trends Survey

SERVICES DESCRIPTIONS

Annual Excellence on Main Awards:

Each year the Washington State Main Street Program (WSMSP) honors communities who have demonstrated an outstanding achievement in one or more of the following categories: Community Partnership, Outstanding Promotional Event, Visual Impact, Entrepreneur of the Year, Green Community, Economic Vitality, Outstanding Special Project and the Excellence on Main Award. The awards are announced in a special ceremony each year at RevitalizeWA, the annual Preservation & Main Street Conference.

Annual Workshops:

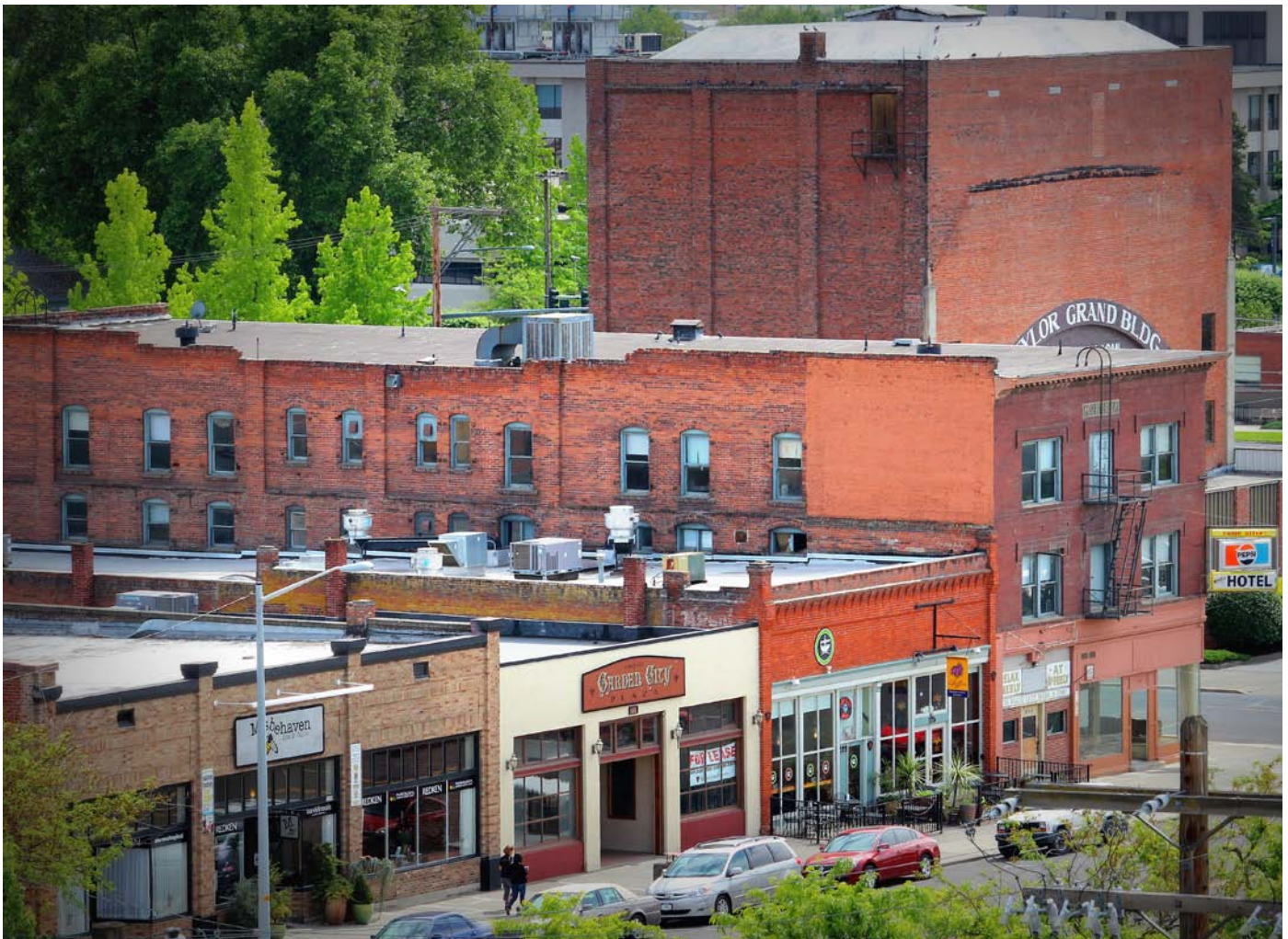
As financial resources allow, the Washington Main Street Program will sponsor workshops at various locations throughout the state. Topics may include: Main Street 101, Board Development; Mission Development/Visioning; Strategic Planning; Business Recruitment and Retention; Revitalizing Your Downtown Image/Brand; Fundraising, Creating & Expanding Promotional Events; Insurance Issues, etc.

Main Street Tax Credit Incentive Program:

The program provides a 75% Business & Occupation (B&O) or Public Utility Tax (PUT) credit for private contributions given to program participants. Communities with an independent non-profit 501c3 or 501c6 dedicated solely to downtown revitalization and following the Main Street Four-Point Approach® are eligible to apply.

Annual Main Street District Trends Survey:

This survey is managed by the WSMSP and provides a snapshot as to the retail health of the district. Communities administer this survey to both property and business owners within the district to gauge investor confidence and general economic outlook.



Downtown Walla Walla.



Parade through downtown Langley during Welcome the Whales Day.

Leadership Meetings:

The Washington State Main Street Program Communities are invited to three leadership meetings with the Washington State Main Street Program staff that include training, speakers, updates from the state program and an Executive Director’s roundtable for networking and sharing of ideas.

Mentor Community Visit:

At the request of a Washington State Main Street Network Community, the Main Street Coordinator will arrange a half-day onsite visit with the Executive Director of a Washington State Main Street Community (Mentor). The Mentor will either host or travel to the requesting community.

National Accreditation Assessment:

Qualifying programs will be evaluated annually according to 10 performance standards developed by the National Main Street Center including: fully utilizing the Main Street Four-Point Approach® and Eight Guiding Principles and continuing to evolve organizationally to meet new challenges. The coordinator will review work plans, budgets, and progress reports with the director and board members, provide feedback and report on observations and suggestions.

New Executive Director/Manager Orientation:

For new Executive Directors or Managers, the Washington State Main Street Program Coordinator will provide an overview of the Main Street Program, Washington State program requirements, and provide technical assistance and advice.

RevitalizeWA Main Street & Preservation Conference:

The conference is a two and a half day event held in a different location each year that brings together national, state and local experts on downtown revitalization, historic preservation, architecture and economic development. The conference is a combined effort of the Washington State Main Street Program and the Washington Trust for Historic Preservation.

Staff Hiring Assistance:

The State Coordinator will provide assistance to Main Street Communities that are hiring staff by providing job descriptions, reviewing resumes, and participating in the interview and selection process.

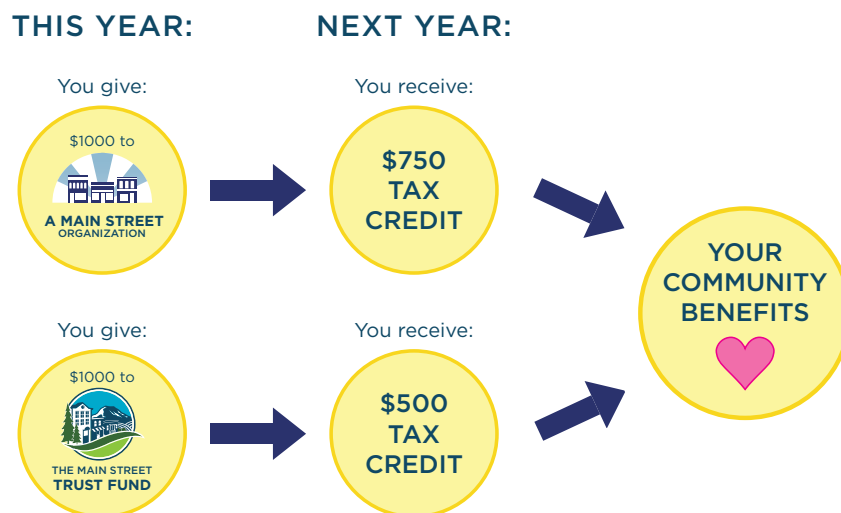
MAIN STREET TAX CREDIT INCENTIVE PROGRAM INFORMATION

The Main Street Tax Credit Incentive Program provides a Business & Occupation (B&O) or Public Utility Tax (PUT) credit for private contributions given to eligible downtown organizations. Once your business donation request is approved by the Department of Revenue, you are eligible for a tax credit worth 75% of the contribution to your downtown revitalization organization.

Businesses statewide can also donate to the Main Street Trust Fund. In this case, the tax credit is worth 50% of your donation. In fact, a business can donate to both up to \$250,000. What other program essentially lets you self direct your business taxes? Further, if your downtown organization is a 501c3 you may be eligible for a federal income tax deduction as a charitable contribution.

The Basic Facts

- Eligible community organizations can receive donations totaling up to \$133,333.33 per calendar year.
- Businesses can donate up to \$250,000 to a Main Street organization anywhere in the state.
- The program for the entire state is capped at \$1.5 million and is first-come, first-served.
- To participate, your organization must be a 501c3 or 501c6, have a mission that is dedicated solely to downtown revitalization, and be following the Main Street Four-Point Approach®.
- Don't forget that donating to the Main Street Trust Fund helps support revitalizing downtowns across the state! Building the capacity of the statewide program provides services to existing and future downtown organizations.



How Do You Actually Get the Tax Credit?

- Businesses must be registered to file their state excise tax electronically.
- A donation request must be filled out and submitted online, but don't worry – it's easy and we've got step-by-step instructions on our website!
- A business is approved (instantaneous) and will be able to choose an organization to donate to and the donation amount. The business will also see how much credit the organization has left.
- A business will receive a confirmation letter from the Department of Revenue within 45 days.
- The business writes a check for the donation amount to their selected Main Street organization prior to December 31st. The donation can be spread out throughout the calendar year, but pledge early (and often!) to guarantee the donation is eligible.
- The business must take the tax credit the following year the donation is made – and sorry, but the tax credit can't be carried forward and there won't be a refund for any credit above and beyond a business' tax liability.

HISTORIC DISTRICT TRENDS SURVEY

This is a benchmark survey of downtown business/property owners to gauge initial investor confidence; make sure to include due date and offline option.

Introductory questions:

Which community's Main Street Program invited you to participate in this survey?

Are you a business owner in the district, property owner in the district, or both?

How many years have you owned a property or a business in the district?

Questions for both business and property owners:

How would you rate local economic development efforts? (from "Not effective at all" to "Very effective")

How strongly do you agree or disagree with the following statements about your district? (strongly agree, agree, neutral, disagree, strongly disagree)

- Customers shop the entire block or district, not just one business
- Customers drawn to one business shop neighboring / adjacent businesses
- Businesses cooperate with fellow businesses / make referrals
- Property owners cooperate with fellow property owners
- Landlords and their tenants cooperate (have a mutually beneficially business relationship)
- Neighboring / adjacent businesses share customers
- District promotions and / or events are good for (help) my investments
- The look and feel of the district is good for (helps) my investments
- The district's existing business mix is good for (helps) my investments
- The city / town is business friendly (permits, fees, regulations, inspections, etc.)

What are the current lease rates per square foot (click N / A if not applicable):

- Retail space:
- Commercial office space:
- Residential space:

Questions for property owners only:

Compared to last year, how is your rent collection this year? (Check one)

- Down more than 10%
- Down 0-10%
- About the same
- Up 0-10%
- Up more than 10%

How would you describe your confidence in the future as relates to: (from "Not confident at all" to "Very confident")

- Your rents will go up?
- Your profits will go up?
- Your property investments will pay off?
- Your property value will go up?
- District vacancies will go down?

Questions for business owners only:

(These could be presented as optional but strictly confidential)

Compared to last year, how are your sales this year? (Check one)

- Down more than 10%
- Down 0-10%
- About the same
- Up 0-10%
- Up more than 10%

Compared to last year, how is the amount of foot traffic in your business this year? (Check one)

- Down more than 10%
- Down 0-10%
- About the same
- Up 0-10%
- Up more than 10%

Compared to last year, have you seen any changes in the people in the district this year? (Check all that apply)

- More people (potential customers) walking into your business and on the sidewalks around your business
- More people (potential customers) that match your target customer walking into your business and on the sidewalks around your business
- Fewer people (potential customers) walking into your business and on the sidewalks around your business
- Fewer people (potential customers) that match your target customer walking into your business and on the sidewalks around your business
- I haven't seen any change

How would you describe your confidence in the future as it relates to: (from "Not confident at all" to "Very confident")

- Your sales will go up?
- Your profits will go up?
- Your customer foot traffic will go up?
- Your business investments will pay off?
- District vacancies will go down?



Downtown for the Holidays in Olympia.



Roslyn Cafe on W. Pennsylvania Ave. in Roslyn.

TAX-EXEMPT ORGANIZATIONAL CATEGORIES

	501c3	501c4	501c6
Purpose	Charitable or educational	Non-profit civic leagues and organizations promoting social welfare	Promotion of some common business interest
Comments	Must be organized and operated exclusively for one or more of the purposes specified	Can serve recreational purposes as well; can serve a wider class of beneficiaries than (c)3 and (c)6 organizations	Must be devoted to improvement of business conditions of one or more lines of business, rather than performance of particular services for individuals
Political activity allowed?	May not direct a substantial part of its activities towards influencing legislation, and cannot support a candidate for public office	May be involved in lobbying but cannot support a candidate for public office	Unlimited lobbying efforts as long as activities are directed to promoting common business interests of the organization
Exempt from federal tax?	Yes	Yes	Yes
Charitable deductions available to donors?	Yes	No	No
Eligible for foundation and federal grants?	Yes	Not usually	Not usually
Property tax exemption?	In most states	Not usually	Not usually
Business deductions available to donor?	Only as charitable deductions	No	Portion of membership dues attributable to permissible lobbying that has a direct interest to member is deductible



The old Hailstone Feed Store in Issaquah has been renovated and is now headquarters for the Downtown Issaquah Association.

BENEFITS TO POTENTIAL STAKEHOLDERS

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
- Community pride
- Have needs/issues addressed

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



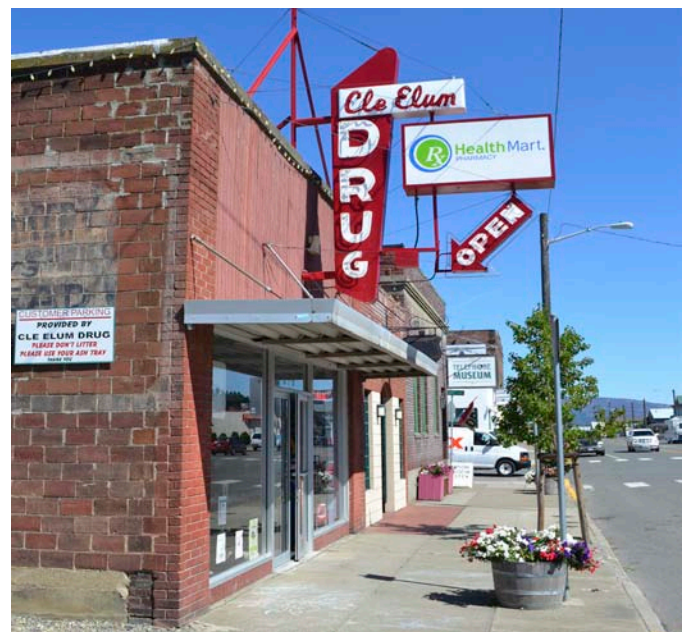
Lily Atelier in downtown Camas.

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

LOCAL RESIDENTS/CONSUMERS

- 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



Drugstore in downtown Cle Elum.



Volunteers water flower baskets in downtown Prosser.



An educational session at RevitalizeWA 2014 in Wenatchee.

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

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

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 and Certified Local Government (CLG) grant dollars
- 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

CHECKLIST FOR GETTING STARTED

- 1. Contact the Washington State Main Street Program.
- 2. Put together a core committee 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. 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 Washington State Main Street Program (WSMSP) uses when helping potential Main Street communities decide. The area is:
 - a. a traditional central 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). The WSMSP will be happy to review them. You might also see if an attorney will take a quick look at them.
- 8. File as a Washington Non-profit Corporation with the Secretary of State:
<http://www.sos.wa.gov/corps/nonprofitinformation.aspx>
Once filed, you will get a Certificate of Incorporation and Unified Business Identifier (UBI) number. At the same time, file a Master Business Application: <http://bls.dor.wa.gov/file.aspx>
- 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. At the same time, download a 501c3 or (c)6 non-profit designation application packet. Most downtown organizations focusing on the Main Street Approach® try for a 501c3 designation. Suggestion: Seek advice and talk with the WSMSP prior to attempting to fill out the form!

- 11. Check with the City 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 committees based on the Main Street structure. Have each committee hold an activity brainstorming session to come up with a list of activities to meet their list of objectives (in the beginning, think quality, effectiveness, low-cost, and doable). Be realistic in what you can accomplish, but also don't think too small.
- 15. Create a draft first year budget, then seek out funds from supporters.
- 16. Get press releases out to the media for free publicity. This handbook has a sample. Don't forget—letters to the editor are great!



An outdoor screening at the Port Townsend Film Festival.

CORE PROGRAM COMPETENCIES

To assist designated Main Street 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 Committee 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 Restructuring, 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.



Main Street Family Portrait in Port Townsend.



Hay bale maze for kids in downtown Ellensburg.

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.

The Organization Committee plays a key role in keeping the board, committees, and staff functioning by attracting people and money to the Main Street program. To succeed, this committee must take responsibility for managing these financial and logistical aspects of the non-profit 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

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.

Basic	Intermediate	Advanced
Develop an organizational structure, Articles of Incorporation and Bylaws	Develop an organization logo (letterhead, etc.)	Develop and regularly publish a newsletter
Formulate accounting systems (it is also suggested that all programs have an annual audit by a CPA)	Decide on tax-exempt status and make application to IRS	Build a volunteer database
Bookkeeping system	Develop an annual budget	Develop a long-term fundraising plan including:
Payroll/ employee number	<ul style="list-style-type: none"> Achieve Board approval 	<ul style="list-style-type: none"> Developing various methods for communicating with donors throughout the year
Registrations: state, county, city	<ul style="list-style-type: none"> Send to WSMSP 	<ul style="list-style-type: none"> Producing an informational brochure about the organization
Bank/ charge accounts	Initiate an annual, signed agreement with local government	<ul style="list-style-type: none"> Sustainable and diverse income base
Hire an executive director	Create and regularly update job descriptions for both staff and volunteers	<ul style="list-style-type: none"> List of private contributors
Hold annual work planning sessions	Compile and send board of directors list and contact information to WSMSP	<ul style="list-style-type: none"> At least one fundraising event
Set up Main Street office including:		Create a mailing list for the organization including:
<ul style="list-style-type: none"> Permanent Location 		<ul style="list-style-type: none"> Downtown business owners
<ul style="list-style-type: none"> Equipment 		<ul style="list-style-type: none"> Downtown property owners
<ul style="list-style-type: none"> Furnishings 		<ul style="list-style-type: none"> Local interest groups
Develop a clear, shared mission and write it as a mission statement		<ul style="list-style-type: none"> Officials
Develop a written work plan		<ul style="list-style-type: none"> Supporters
<ul style="list-style-type: none"> Achieve Board approval 		
<ul style="list-style-type: none"> Send to WSMSP 		
Form committees and hold regular meetings		

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.

The Promotion Committee has the job of promoting downtown as the center of commerce, culture, and community life for residents and visitors alike. To be effective this committee 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:

- Identify downtown’s assets
- Compile information about the marketplace
- Analyze data
- Match assets with market niches
- Write a positioning statement
- 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)

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.

The Design Committee 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 committee 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	Intermediate	Advanced
<p>Develop and market improvement incentives and assistance including:</p> <ul style="list-style-type: none"> • Working with the Washington State Department of Archaeology & Historic Preservation to list the downtown district on the National Register of Historic Places and/or the Washington Heritage Register • Design guidelines – develop a design guidelines publication, <i>Keeping up Appearances</i> • Design Assistance 	<p>Explore a formalized design review process with custom design guidelines</p> <p>Develop district identification signs</p> <p>Create a detailed and visually appealing map of downtown</p> <p>Develop and market improvement incentives and assistance including:</p> <ul style="list-style-type: none"> • Real estate tax abatement • Loan programs • Grant programs • Design assistance 	<p>Conduct a traffic study</p> <p>Conduct a parking study (if appropriate)</p> <p>Continue façade improvements</p> <p>Large rehabilitation projects</p> <p>New development</p>
<p>Evaluate existing physical assets: buildings, streets, public signs, parking lots and open spaces</p>	<p>Photograph downtown extensively, including before, during and after photos of rehabilitation work and promotional events; use professional photographers when possible</p>	
<p>Inventory conditions of physical environment</p>		
<p>Façade improvements</p>	<p>Streetscape improvements</p> <p>Mid-size rehabilitation projects</p>	

ECONOMIC RESTRUCTURING

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.

The Economic Restructuring Committee 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 committee 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;

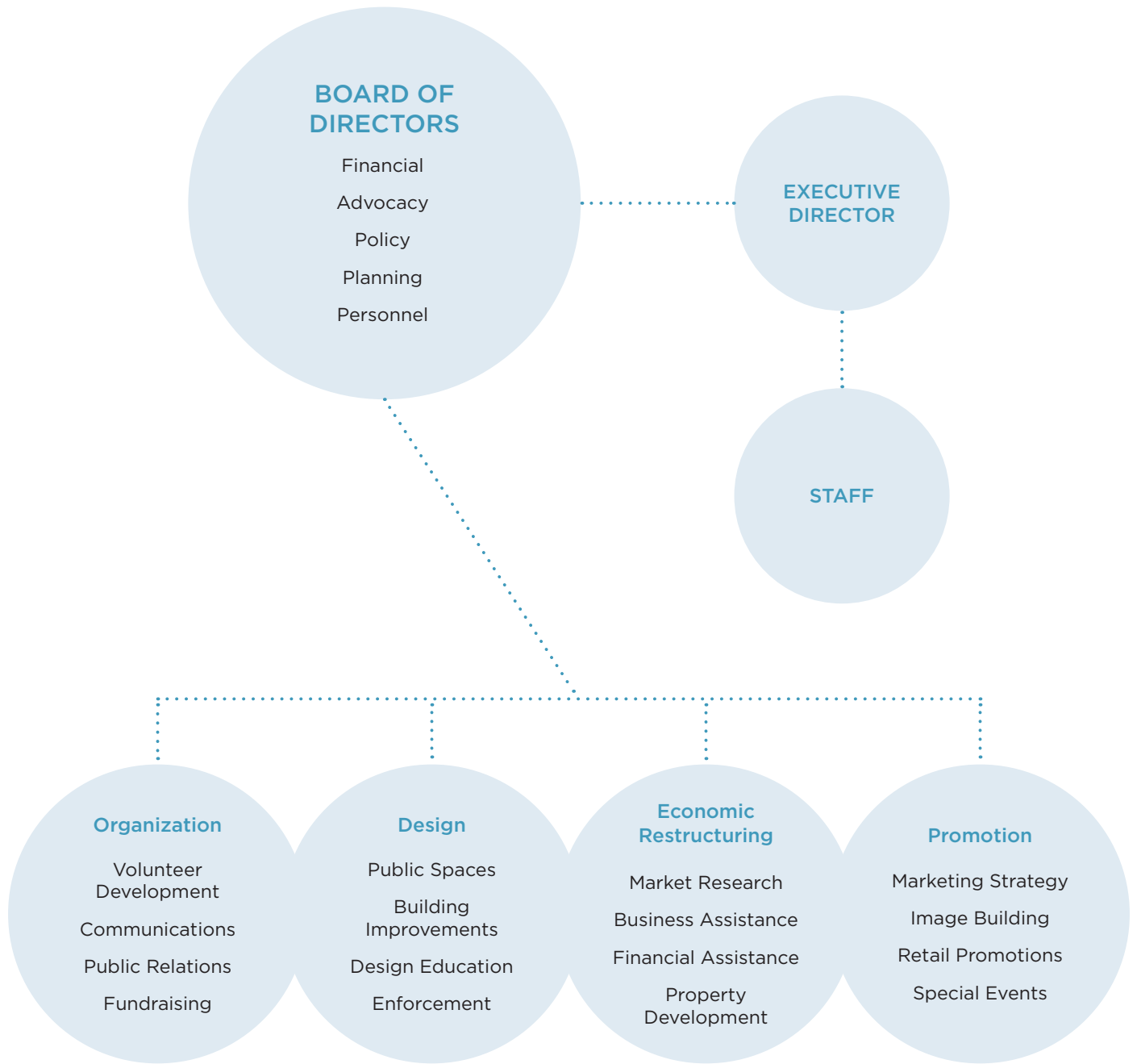
Development—financial incentives and capital for business development and retail operations layout;

Ascertaining progress—monitoring the economic performance of the district.

ECONOMIC RESTRUCTURING CORE COMPETENCIES

	Basic	Intermediate	Advanced
Complete and maintain building inventory for the downtown, including:	<p>Track program impact, including:</p> <ul style="list-style-type: none"> • Changes in sales tax revenue • Changes in property tax revenue • Net new jobs • Net new businesses • Amount of private investment • Number of volunteer hours 	<p>Develop a downtown development vision and strategy</p> <ul style="list-style-type: none"> • Identify target niche markets • Develop a downtown clustering/leasing plan/strategy 	<p>Expand organization’s role to develop or be a partner in the development of property in downtown (act like Community Development Corporation).</p>
<ul style="list-style-type: none"> • Rental rates • Square footage • Age of building • Unique features • Condition • Ownership • Vacancy • Taxes • Current photograph 	<p>Create a new business owners’ orientation kit</p>	<p>Develop and market economic development incentives, including:</p> <ul style="list-style-type: none"> • Business seminars • Loan pool programs • Grant programs 	<p>Expand organization’s role to provide micro-enterprise development services, including micro-financing, credit building, etc.</p>
Complete and maintain a business inventory for the downtown, including:	<p>Develop a network of entrepreneur development partners to assist new entrepreneurs and existing businesses (micro-enterprise development organizations, Small Business Development Center (SBDC), Economic Development Association (EDA) SCORE (Service Corps Of Retired Executives), Chamber of Commerce, etc.)</p>	<p>Complete market analysis, including:</p> <ul style="list-style-type: none"> • Surveys • Sales leakage assessment • Business recruitment plan • Business retention plan • Summary report 	
<ul style="list-style-type: none"> • Cumulative number of businesses • Ownership • Product/service • Customers • Amount of sales • Sales patterns • Lease conditions • Availability (date/price) 		<p>Develop a small, local business recruitment packet and procedures</p>	
		<p>Develop business retention programs</p>	

DOWNTOWN PROGRAM STRUCTURE



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:

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.

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.

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.

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 restructuring the downtown’s economic base and developing innovative solutions to downtown issues.



Installation of the Fox Theatre sign in downtown Centralia.



Work on the detail of the Lewis County Courthouse in Chehalis.



The Coupeville Wharf.

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.

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.

Retail & Service Sector Business Owners

Retail and service sector activity is an important part of the downtown’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 downtown activities can also be beneficial.

Regional Planning Commissions and Councils of Government

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.

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.

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.

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.

Courtesy of Revitalizing Downtown, National Main Street Center

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. Statistics must be collected on a regular, ongoing basis and are reported to Washington Main Street on a quarterly basis. Here are the instructions on how to report statistics and where to find them.

Total number of Businesses

This is the total number of businesses within your defined Main Street district.

New Businesses

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 to 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.

Business Relocation out of District

List the number of businesses that have moved out of the Main Street district but remained within the city limits of your community. The number reported in the Jobs Lost section relating to business relocation will always be zero unless the business decreases the number of its employees with the move.

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 Dollars

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 Dollars

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.

Total Volunteers

Please indicate the total number of volunteers that have contributed to the organization. Count volunteers only once, even if they donated time to more than one event.

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 committee meetings.

SAMPLE: ARTICLES OF INCORPORATION

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

ARTICLES OF INCORPORATION

We, the undersigned natural persons of the age of eighteen (18) years or more, acting as incorporators under the Washington Non-profit Corporation Act, adopt the following Articles of Incorporation.

ARTICLE I

The name of the corporation is the Greenville Downtown Development Association, 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 501c3of the Internal Revenue Code.
- 2) To engage in any lawful activity for which non-profit corporations may be organized under RCW 24.03.

ARTICLE III

The initial registered office of the corporation in the State of Washington is 332 George Street, Greenville, Washington, 98001, and the initial registered agent for the corporation is Attorney Heather Reynolds.

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, WA, Zip Code	Board Member 2	Address, City, WA, Zip Code
Board Member 3	Address, City, WA, Zip Code	Board Member 4	Address, City, WA, Zip Code
Board Member 5	Address, City, WA, Zip Code	Board Member 6	Address, City, WA, Zip Code
Board Member 5	Address, City, WA, Zip Code	Board Member 8	Address, City, WA, Zip Code
Board Member 9	Address, City, WA, 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 non-profit 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 Washington 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 Washington Non-profit 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 Washington Non-profit Corporation Act.

ARTICLE IX

The names and addresses of the incorporators are:

Incorporator 1	Address, City, WA, Zip Code	Incorporator 2	Address, City, WA, Zip Code
Incorporator 3	Address, City, WA, Zip Code	Incorporator 4	Address, City, WA, 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

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BYLAWS

ARTICLE I — Name and Term

The name of this corporation will be the Greenville Downtown Development Association, hereafter referred to as the GDDA or Association, and its duration will be perpetual.

ARTICLE II — Offices

A. Principal office: The principal office of the GDDA will be in the State of Washington, County of Orchard, City of Greenville. Further, it will be located within the boundaries of the Greenville Downtown Development Association.

B. Registered office: The registered office of the GDDA will be maintained in the State of Washington, 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

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: GDDA will organize and promote constructive relationships between local government bodies and private business and citizens. GDDA will support other charitable and educational organizations whose primary interest is to preserve and develop the beauty and economic stability of Greenville. GDDA will represent the concerns of the downtown area at the city, county, and special district level.

B. Promotions: GDDA will promote and sponsor discussion groups and will educate and inform citizens and members on topics of interest and concern to the downtown area. GDDA will maintain information regarding revitalization in the downtown area. GDDA will sponsor cultural, employment and commercial district revitalization activities in the downtown area. GDDA will provide a forum for sharing knowledge, common experiences and problems. GDDA 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 Restructuring: GDDA will help to educate and assist downtown business owners and property owners in matters of preservation, promotion, and finance. GDDA will help recruit new stores to minimize the effects of vacancies and to diversify the retail mix. GDDA will aid in acquisition of adequate financing for new and existing businesses and for renovation of historic structures.

D. Design: GDDA will advocate for the planning and coordinating design of improvements in or adjacent to the downtown area. GDDA will aid in providing design services for buildings and signage. GDDA will provide information on painting, construction, historic rehabilitation, and preservation. GDDA will promote and assist in city beautification projects. GDDA will participate in the planning and development of public interest projects in the downtown area. GDDA will promote effective redevelopment efforts and assist in planning for the stabilization and revitalization of the downtown area. GDDA will, whenever possible, recommend appropriate uses and design standards for downtown development compatible with historic preservation.

ARTICLE V – Powers

A. General Powers: GDDA will have all powers granted by Washington 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 GDDA is organized.

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

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 GDDA 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 GDDA 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 GDDA 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 GDDA. 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 GDDA 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 GDDA 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 GDDA. 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 GDDA office more than 25 days in advance of the annual meeting, signed by five members; or 2) by the nominating committee, 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 GDDA 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 GDDA 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 GDDA 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: GDDA 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 GDDA 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 GDDA.

D. Duties of Secretary: The Secretary will record and maintain a full and correct record of the proceedings of GDDA. The Secretary may also sign any checks or documents necessary for GDDA 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 GDDA. 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 GDDA.

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 — Committees

GDDA will have the following standing committees:

1) Organization, 2) Promotion, 3) Design, 4) Economic Restructuring.

GDDA will also have such other committees as the Board of Directors may from time to time establish. Committees will report at least monthly to the Board of Directors. At least one Director will serve on every committee. Committees will be appointed by the President with the approval of the Board of Directors. Committees need not be limited in membership to GDDA 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 yearend 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

GDDA will have no corporate seal.

ARTICLE XIII — Indemnification

A. GDDA 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 GDDA. GDDA 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 GDDA 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 GDDA 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 Washington Non-profit 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 GDDA'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 GDDA'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

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

FIRST YEAR OPERATING BUDGET

(Mid-sized program, population approx. 20,000, full-time director)

	CASH	IN-KIND	TOTAL
PERSONNEL			
Executive Director (gross salary)	38,000		38,000
Benefits	1,800		1,800
Payroll Taxes	4,560		4,560
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
TOTAL PERSONNEL	45,780	300	46,080
OFFICE			
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
TOTAL OFFICE	8,800	4,100	12,900
OTHER			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Workshops, Trainings, and Travel	2,400	200	2,600
Public Relations	1,700		1,700
Advertising and Promotion	3,000	1,500	4,500
Tech Assistance	2,100		2,100
Committee Expenses	2,000	4,300	6,300
Miscellaneous	500		500
TOTAL OTHER	14,750	7,000	21,750
TOTAL OPERATING EXPENSES	69,330	11,400	80,730

APPLEVILLE DOWNTOWN ASSOCIATION

FIRST YEAR OPERATING BUDGET

(Small town rural program, population under 3,500, part-time director)

	CASH	IN-KIND	TOTAL
PERSONNEL			
Executive Director (gross salary)	19,000		19,000
Benefits	1,100		1,100
Payroll Taxes	2,280		2,280
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
TOTAL PERSONNEL	23,800	300	24,100
OFFICE			
Rent	2,800	2,400	5,200
Utilities	450		450
Telephone	900		900
Internet/Wireless	900		900
Office Supplies	600	200	800
Postage	900		900
Org. Insurance	400		400
Equipment/Repair	600	1,500	2,100
Dues and Subscriptions	400		400
TOTAL OFFICE	7,950	4,100	12,050
OTHER			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Workshops, Trainings, and Travel	2,400	200	2,600
Public Relations	900		900
Advertising and Promotion	1,300	1,500	2,800
Tech Assistance	1,400		1,400
Committee Expenses	1,500	4,300	5,800
Miscellaneous	500		500
TOTAL OTHER	11,050	7,000	18,050
TOTAL OPERATING EXPENSES	42,800	11,400	54,200

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

OPERATING STATEMENT & BUDGET

FYE JUNE 30, 2015

	Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Annual Budget
BEGINNING CASH BALANCE	3,600						
INCOME							
Fundraising	1,013		1,013	3,120	3,500	(380)	7,000
Fundraising Costs	450		450	1,251		1,251	
Net Fundraising	563		563	1,869	3,500	(1,631)	7,000
Advertising & Promo	291		(291)	4,560	3,385	1,175	3,740
Advertising & Promo Costs	115		(115)	5,399	2,385	3,014	2,385
Net Advert. & Promo	176		(176)	(839)	1,000	(1,839)	1,355
Membership Contributions	470	2,074	(1,604)	21,350	12,447	8,903	24,895
City of Greenville				12,500	12,500		25,000
Main Street Tax Credit				20,000	20,000		20,000
Corporate Sponsors	100	500	(400)	7,380	10,000	(2,620)	10,840
Grants & Gifts				20		20	
Interest Income	16	15	1	224	215	9	240
Miscellaneous							
TOTAL INCOME	4,925	2,589	2,336	42,504	39,662	2,842	69,330
Operating Expenses	5,425	5,690	265	37,095	39,662	2,842	69,330
NET OPERATING INCOME	(500)	(3,101)	2,071	5,409	286	561	
ENDING CASH BALANCE	3,100						

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

OPERATING STATEMENT & BUDGET

FYE JUNE 30, 2015

	Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Annual Budget
PERSONNEL							
Executive Director	3,167	3,167		19,022	19,002		38,000
Payroll Taxes	380	380		2,280	2,280		4,560
Benefits	177	150	(27)	977	900	(77)	1,800
Clerical, Bookkeeping	110	35	(75)	484	315	(169)	420
Filing Fees, etc.				1,000	1,000		1,000
TOTAL PERSONNEL	3,834	3,732	(102)	23,743	23,497	(246)	45,780
OFFICE							
Rent	233	233		1,398	1,398		2,800
Utilities	40	37	(3)	228	225	(3)	450
Telephone	79	100	21	579	600	21	1,200
Internet/Website	75	75		450	450		900
Office Supplies	80	70	(10)	350	420	70	850
Postage	140	92	(48)	600	550	50	600
Org. Insurance				500	500		500
Equipment/Repair		50	50	250	300	50	600
Dues and Subscriptions		10	10	380	380		400
TOTAL OFFICE	6477	667	20	4,735	4,823	88	8,800
OTHER							
Photography	42	20	(22)	214	224	10	300
Printing	94	100	6	1,484	1,765	281	2,500
Local Meetings		30	30	110	175	65	250
Workshops, Trainings, & Travel				1,140	1,200	60	2,400
Public Relations	87	100	13	1,178	1,475	297	1,700
Advertising and Promo	347	450	103	1,953	2,750	797	3,000
Tech Assistance				780	1,400	620	2,100
Committee Expenses	347	550	203	1,375	1,650	275	2,000
Miscellaneous	27	41	14	383	417	34	500
TOTAL OTHER	944	1,291	347	8,617	11,056	2,439	14,750
TOTAL OPERATING EXPENSES	5,425	5,690	265	37,095	39,376	2,281	69,330

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). Look into the Main Street Tax Credit Incentive Program as a way to encourage larger corporate giving to your downtown organization. Visit the Washington Trust for Historic Preservation website for more information:

preservewa.org/main-street-tax-credit-incentive-program.aspx



Al fresco dining at Brasserie Four in downtown Walla Walla.



Summer Rhubarb Days Pie Eating Contest.



Lincoln Theatre in downtown Mount Vernon.

PARKING AND BUSINESS IMPROVEMENT AREA (PBIA)

A PBIA is a local self-help funding mechanism authorized by state law that allows businesses and property owners within a defined area to establish a special assessment district. Funds raised can be used to provide management, services, facilities, and programs to the district. Setting up a PBIA requires a lot of effort and time to put together and is usually very politically sensitive.

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, non-profit 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 non-profit organizations or municipalities. Most grants are made to fund a specific project and require some level of compliance and reporting.



Summer Concert on the Dock in downtown Port Townsend.

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.

HOTEL/MOTEL TAX

A hotel/motel tax is similar to sales tax. It is a tax that has been imposed on hotel/motel room rentals through a state and, additionally, city or county ordinance. The state funds are distributed by the State Treasurer to the levying cities and counties. They may be used for promotion of tourism or construction and operation of tourism-related facilities. The hotel/motel tax is generally about 4-5%, and it falls into the category of a city's general fund revenue. Often, city government contributes much of their hotel/motel tax to local efforts such as the Chamber of Commerce or Convention Bureau to promote tourism (and thus increase hotel/motel occupancy). Very aggressive downtowns use hotel/motel taxes to fund downtown management, promotions, public improvements, public facilities, and technical assistance.

MAIN STREET TAX CREDIT INCENTIVE PROGRAM

The Main Street Tax Credit Incentive Program, established in 2005 under Chapter 82.73 RCW, provides a Business & Occupation (B&O) or Public Utility Tax (PUT) credit for private contributions given to eligible downtown organizations. Once a business' donation request is approved by the Department of Revenue, it is eligible for a tax credit worth 75% of the contribution to the eligible downtown revitalization organization. Businesses statewide can also donate to the Main Street Trust Fund. Eligible organizations can receive a up to \$133,333.33 in donations; businesses can donate up to \$250,000. Additionally, if the downtown organization is a 501c3 the donor may be eligible for a federal income tax deduction as a charitable contribution. While extremely beneficial, these funds are not a dependable source of revenue every year and should be viewed with caution.



Beautiful flowers outside Aqua Gifts in downtown Coupeville.



The historic Art Deco Kiggins Theatre in downtown Vancouver.

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 non-profit 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 non-profit 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 non-profit 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 non-profit, or a non-profit leasing its real estate to for-profit businesses to generate income to support the non-profit'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.

SAMPLE: BOARD MEETING AGENDA

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BOARD MEETING

Tuesday, Month, Date, Year

5:30pm – 6:30pm

GDDA 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

- 5:55pm Committee reports:
 - Organization
 - Promotion
 - Design
 - Economic Restructuring

- 6:05pm Old business:
 - Action items that require a board vote
 - Informational items that require board attention

- 6:15pm New business:
 - Action items that require a board vote
 - Informational items that require board attention

- 6:25pm Announcements & calendar updates

- 6:30pm 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.
- Committees 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, advise 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 committees 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

MEMBER, BOARD OF DIRECTORS

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 committee or other task forces. Board members are usually expected to serve on one or more of these task forces and /or standing committees 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 committees 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 non-profit 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 committee.
- 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.



The Gig Harbor Trolley, winner of a 2014 Excellence on Main Award for Community Partnership.



The Liberty Theater in downtown Dayton.

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 committees 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



Former Mitchell's Hardware Store in downtown Waterville, awaiting a new tenant.

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



Taste of the Harvest Festival in downtown Wenatchee.



Auburn Justice Center.

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 committee

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 12 members 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)

An ideal board of directors should not have a majority from any single category.



A volunteer power washes the sidewalk in downtown Ellensburg.

SAMPLE: BOARD CONTRACT

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BOARD MEMBER CONTRACT

I, _____, understand that as a member of the Board of Directors of _____, I have a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and mission of the organization, and I will act responsibly and prudently as its steward.

As part of my responsibilities as a board member:

1. I will interpret the organization's work and values to the community, represent the organization, and act as a spokesperson when called upon.
2. I will attend at least 75% of board meetings, committee meetings, and special events.
3. I will actively participate in one or more fundraising activities.
4. I will act in the best interests of the organization and excuse myself from discussions and votes where I have a conflict of interest.
5. I will stay informed about what's going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies, and other board matters.
6. I will work in good faith with employees and other board members as partners towards achievement of our goals.
7. If I don't fulfill these commitments to the organization, I will expect the board president to call me to discuss my responsibilities.

In turn, the organization will be responsible to me in several ways:

1. I will be sent, without request, monthly financial reports and an update of organizational activities that allow me to meet the "prudent person" section of the law.
2. Opportunities will be offered to me to discuss with the executive director and the board president the organization's programs, goals, activities, and status. Additionally, I can request such opportunities.
3. The organization will help me perform my duties by keeping me informed about issues in the industry and field in which we are working and by offering me opportunities for professional development as a board member.
4. Board members and employees will respond in a straightforward fashion to questions I have and feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and employees will work in good faith with me towards achievement of our goals.
5. If the organization does not fulfill its commitments to me, I can call on the board president and executive director to discuss these responsibilities.
6. The organization will provide continuous directors and officers insurance coverage for its board members.

Signed:

Member, Board of Directors

Date

President, Board of Directors

Date

Have the board president sign two copies of this agreement, and ask new board members to sign them, return one copy to the board president, and keep the other for reference. Source: Jan Masaoka, Board Café

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 committee
- Committee 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
- 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 Washington State Main Street Program
- List of all board members, including addresses and telephone numbers; indicate officers
- List of committee members including committee chairpersons
- Calendar of meetings and events for the year (make sure this includes committee meetings)
- Any other important documents or materials

Introduce Board Member to:

- Executive director
- Chairperson of committee to which board member has volunteered
- Other board members and committee 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
- Other important information

SAMPLE: WHISTLEBLOWER POLICY

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION WHISTLEBLOWER PROTECTION POLICY

Greenville Downtown Development Association (GDDA) 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 GDDA, 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 GDDA 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 GDDA's code of ethics or suspected violations of law or regulations that govern GDDA's operations.

No Retaliation

It is contrary to the values of GDDA 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 GDDA. 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 GDDA 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 GDDA'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 GDDA'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 GDDA'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 GDDA'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: Greenville Downtown Development Association

Contact information: _____

Policy approved by the Greenville Downtown Development Association Board of Directors on _____ .

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SAMPLE: BOARD SELF EVALUATION

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BOARD MEMBER SELF 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**

Considerations	O	AA	A	NI	U	DK	NA
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 committee 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 COMMITTEE CHECKLIST

Committees 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 committee should consider forming task groups to involve others in the effort for specific projects and activities.

These committees 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 COMMITTEE CANDIDATES ARE . . .



- 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



- 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”



- 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



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

COMMITTEE ROLES AND RESPONSIBILITIES

Responsibilities of Committee Members:

- Commits to at least one year of service
- Commits to monthly committee meetings and to subcommittee meetings if appropriate
- Works 3 to 5 hours per month outside of committee meetings
- Attends all training sessions
- 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 Committee Chair:

- Recruits committee members
- Runs meetings
- Organizes work plans and keeps the committee on track with work plans
- Forges consensus
- Is a spokesperson on behalf of the committee 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 committee level to be a two-way conduit of information.)
- Works to coordinate projects with staff
- Does the paperwork, including minutes, work plans, evaluations and committee records

Qualities of an Effective Chairperson:

- Understands and teaches others about the Main Street Approach®
- Has a genuine desire to lead the committee 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 committee's goals and progress to members and the public
- Displays integrity, self-confidence, persuasiveness, decisiveness, and creativity

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 committee, 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 committees
 - 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 Washington State Main Street Program and the National Main Street Center
 - Economic investment
 - Building inventories
 - Photographic documentation
 - Job creation and business retention
 - Sales tax data
 - 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 three (3) annual Washington Main Street Managers meetings in addition to RevitalizeWA, the annual Preservation and Main Street Conference.



Sculptures on North Laurel Avenue in Port Angeles.



Whisperin' Palms sign in Ritzville.

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.

Type of person:

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 interview format:

One format we've seen be successful includes setting up an initial application screening committee made up of 2 to 3 board members (including the president), the city manager or administrator, the chamber president (in most cases, not the executive director), a "well thought of," savvy downtown business person not on your board, and someone from the financial community or local utility company. Politically, it's important to get some of these people involved in the process. If they help select the executive director, they will be more apt to work closely with the executive director rather than be antagonistic towards him or her. Have this committee screen applications, select 5-7 of the best ones, check references, and conduct initial interviews. The screening committee's job is to screen the applicants down to the top three potential candidates so the board can take over. The entire board and city manager or administrator should conduct the second interviews and select the top candidate. If you haven't checked all references yet, they should now be checked. Hopefully everything will be on the "up and up" and you can offer the successful applicant the job within a day or two after interviews are over.

The interview:

Remember the applicant's spit and polish always takes center stage during the first interview. By the second, the candidate is considerably more confident and comfortable. An effective way to get past the "polish" is to ask each of the semi-finalists to respond to 2 or 3 essay questions prior to their interview. 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. Give some reasons why a business/property owner should fix up (make an investment in) his/her building.
2. How would you approach recruiting a new business? What would you anticipate to be the major factors?
3. Why should we bother with downtown? What makes it worth the time and money we're about to spend?

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). Get past the skills and experience.

Interview questions might include:

Pre-Exposed Question

- Why does this particular job interest you?

Overview of Position

- Before we begin, do you have any questions about the job?
- What do you currently know about our program, if anything?

- Provide a general preview about the job, include information about night and weekend hours, occasional overnight travel, Main Street Approach®, etc., and then proceed to questions.
- Now that we've described the job in a little more detail, do you have any hesitancy about any part of it that makes you feel like you may not be able to perform some of the basic functions of the job?

Background/Job Knowledge

- Can you tell us about the most rewarding job you've ever had?
- To the best of your understanding, please tell us how your previous experience and education relates to this position?
- Why are you interested in downtown revitalization?

Motivation

- Please describe one or two of your most important accomplishments (personal or work related).
- What motivates you in your job and career?
- Do you work best in an independent or group situation?
- If selected for this position, what would your plans be for your first month on the job?

Communication/Teamwork

- As executive director, you would be in a high visibility position. What kind of public speaking experience do you have? Please describe your experiences and the audiences.
- The executive director must deal with a large number of people, from government officials to media representatives to merchants and property owners to volunteers. Can you provide examples from your experiences that demonstrate your ability to work productively with others?
- 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?

Decision Making/Multi-Tasking

- 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. [Potential follow-up questions: How did you prioritize?]
- What is the biggest mistake you made at your last job? How did you correct it?

Dependability

- If we were to call a good friend of yours and ask them to describe your personality, what would they say—both the good and the not so good.
- In your opinion, what is your best work trait or quality?
- On the flip side, what is your least desirable work trait?

Technical Knowledge/Skills

- What do you think are the most important skills and traits necessary to succeed in this job?
- Please tell us about your writing and editing skills. What kinds of documents have you written? What kinds of documents have you edited? How would you rate yourself—excellent, pretty good, or not so good?
- Please describe your social media experience and the types of programs you're comfortable using?
- Do you feel comfortable working in a fast-paced environment?

Closure

- To a large degree, the success of our organization depends on a consistent, diligent effort over several years. If hired, do you feel you could commit at least three years to this position?
- 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?
- If offered the job, when is the earliest you could begin?

A job description and information about your community and organization (perhaps even a copy of the Resource Team report) are all worth providing prior to the second interview. Follow-up questions might reference these materials to see how much the candidate picked up about your community, the job and the revitalization approach being taken.

Final selection 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. The executive director should also be willing to consider establishing residency in the community in which they will be working.
- Small town programs may find that it doesn't matter if they hire a local person or someone from out of town. They may also be delightfully surprised at the quality of people who send in applications for the position. In other states, many small town programs who took the time to advertise in local and regional papers have found very qualified people for their part-time positions.
- Advertising strategy: Place a running ad in the local paper, the nearest major newspaper (The Seattle Times or The Spokesman Review, and possibly The Oregonian). Post the advertisement online at the National Main Street Center's Career page; National Trust for Historic Preservation's Career Center; Preservenet; Preservation Directory; idealist.org; and other non-profit career websites. Be sure to include the Washington State Main Street Program.
- Timeline: A sample timeline is below. As you can see, finding a competent manager won't happen overnight, so be patient!



Opportunity awaits in downtown Prosser.

March 17 - 31	Ads in newspapers and online
April 10	Job applications due
April 13 & 14	Screen applications
April 18	Screen references on selected applicants
April 19	Call 5-7 applicants for interviews
April 27 & 28	Interviews
April 28 & May 1	Call 3 applicants for second interview
May 8	Second interview
May 9	Check all references and make final selection
May 10	Call successful candidate, then others

EXECUTIVE DIRECTOR'S ROLE

Committee Development:

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

Work Plans:

- Assists committee members in developing work plan document
- Helps committee members complete their projects but doesn't assume responsibility for those activities
- Integrates own work plan with the committee'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 Restructuring Projects:

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

Volunteer Management:

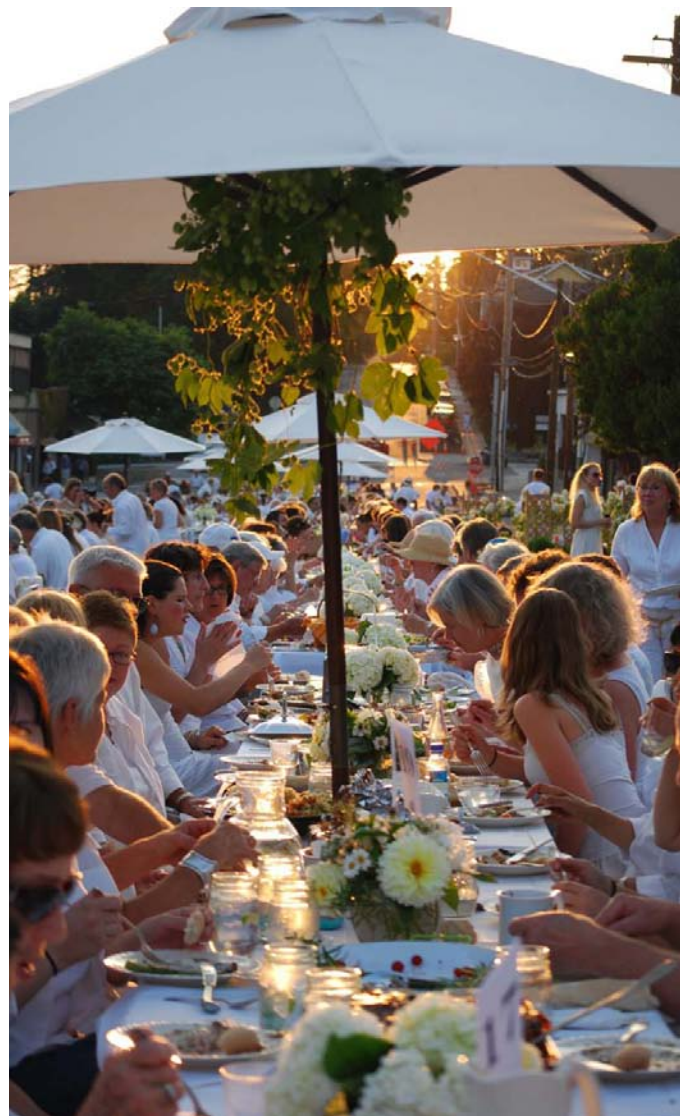
- Helps chair develop good systems for recruitment, supervision, and reward of volunteers
- Helps develop volunteer capacity of committees by participating in recruitment efforts.

Committee 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 committee/board meetings or take minutes
- Have authority over the committee 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 committee updates at board meetings
- Sign his or her own paycheck
- Manage the accounting (that's the treasurer's responsibility)
- Write the newsletter
- Voice organizational opinions without the approval of the board of directors



Bainbridge Island's Winslow in White, winner of a 2012 Excellence on Main Award for Outstanding Promotion.

SAMPLE: EXECUTIVE DIRECTOR JOB DESCRIPTION

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

EXECUTIVE DIRECTOR

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 committees, ensuring that communication between committees are well established; assists committees 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 Washington State Main Street 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 committees in developing an annual action plan focused on four areas: design, promotion, organization, and economic restructuring.

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 committees 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 non-profit 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: EMPLOYMENT AGREEMENT

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

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 (*found in this handbook on pages 63-64*), 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. a benefits package as outlined in Attachment 2 (*found in this handbook on page 67*),
- b. a private office for the Executive Director located at [address],
- c. 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

Six months after the commencement date of this Agreement, the Main Street Board shall review the performance of the Executive Director. Performance reviews will 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

Name / Executive Director

This agreement is a SAMPLE ONLY and may not be relevant or valid for all situations. If a contractual agreement is to be entered into, any such agreement should be drafted only after consultation with an attorney.

ATTACHMENT 2: PROGRAM MANAGER BENEFITS PACKAGE SAMPLE

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 Committee, expenses shall be reimbursed for travel subject to appropriate documentation.

- a. 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 Committee.

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: PRESS RELEASE

FOR IMMEDIATE RELEASE

DATE: MONTH DAY, 20____

CONTACT NAME

CONTACT NUMBER

NEW ASSOCIATION FORMS TO REVITALIZE DOWNTOWN GREENVILLE

Individuals from within the Greenville business community are banding together to improve the atmosphere, appearance, and mix of businesses in downtown Greenville.

Doug Thompson, an early proponent of the group, believes there will be widespread support for this new organization. "The organization will be instrumental in defining what our community wants to see happen to our historic downtown area, and how we can improve it. We want to build on its uniqueness and see what we can do to enhance the charm, and bring businesses and shoppers back."

A group of 9 people from within the community has already volunteered to serve as interim board members until the first annual meeting. Selecting officers, writing bylaws, and determining a budget are some of the first organizational tasks the group will undertake.

The group will use the Main Street Four-Point Approach® to downtown revitalization which has been used successfully in over 1,600 communities across the country. Its focus is in four areas: organization, promotion, design, and economic restructuring. Some of the activities the organization might undertake include strengthening the mix of businesses, preserving the historic characteristics of downtown buildings, making the core area more pedestrian-friendly, business recruitment and retention, and coordinating promotional events throughout the year.

A town hall meeting to talk further about the Main Street Approach® and a formal presentation will be given on Thursday, March 2, at the Greenville Community Center. Downtown business and property owners and interested community members are encouraged to attend. The presentation is scheduled to last about an hour beginning at 7:00p.m.

###

SAMPLE: EMPLOYEE PERFORMANCE REVIEWS

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

EMPLOYEE REVIEW

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 _____ and _____
(employee signature) (supervisor signature)

- 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

	O	AA	A	NI	U	NA
Shows good judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willing/ able to make timely, fact-based decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to work under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asks appropriate questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organized approach to assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

2. Productivity

	O	AA	A	NI	U	NA
Quantity of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to follow and reach goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Completion of projects and reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timeliness of completion of projects and reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective use of time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to focus on tasks at hand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to concentrate on position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

3. Versatility

	O	AA	A	NI	U	NA
Willing to try new ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsive to change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utilizes internal and external resources effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willing to accept responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

4. Job Knowledge

	O	AA	A	NI	U	NA
Level of knowledge in current position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeps up with current and future trends and programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continues education, informal and formal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has working knowledge of internal office happenings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands equipment required to perform job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

5. Planning

O	AA	A	NI	U	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Anticipates upcoming events/potential problems

Has contingency plans

Understands and sets realistic goals

Properly prioritizes goals

Comments: _____

6. Attitude

O	AA	A	NI	U	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Enthusiasm

Cooperation/teamwork

Able to self-motivate with little or no supervision

Attitude towards job

Attitude towards public

Attitude towards board members

Attitude towards committees

Comments: _____

7. Communication

O	AA	A	NI	U	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Written

Verbal

Phone

Ability to listen

Media

Internal (within office)

Body Language

Comments: _____

8. Volunteers/Committees

O AA A NI U NA

Ability to recruit

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Ability to coordinate

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Ability to motivate

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Ability to show recognition

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Comments: _____

9. Behavior Patterns

O AA A NI U NA

Professional appearance

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Neat and orderly work area & office public space

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Respectful of others, objective and non-judgmental

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Absenteeism/tardiness

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Follows wishes/decisions of board

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Trustworthy and dependable

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Comments: _____

Additional Comments: _____

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

EMPLOYEE SELF ASSESSMENT

Employee Name: _____

Job Title: _____ First Date of Employment: _____

Progress Review Annual Review Date: _____

Date of Last Evaluation: _____

Reviewed and Discussed on (date): _____

By _____ and _____
(employee signature) (supervisor signature)

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?

What do you like the most about your job?

What do you like the least about your job?

What are your job related short-term (within 12 months) goals?

What are your job related long-term (within 3 years) goals?

Additional Comments:

DEVELOPING A MISSION & VISION STATEMENT

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.

A **vision statement** communicates the organization's long-term hopes and intentions for the commercial district and should be developed with broad participation by the board, committees, program volunteers and community input. Visions can vary widely but the National Main Street Center recommends they be at least several paragraphs long and be written as if the writer were compiling the program's accomplishments 10 to 30 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 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 coalesce 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.

THE VISIONING PROCESS

Preliminary/Initiation Phase

At the first meeting, explain to the participants what a vision statement is, what a visioning process involves, and how the statement will be used. The first step is to determine the logistics and timeline of the process. Set up a steering committee made up of individuals and groups representing broad segments of the community to guide and implement the process. When a Main Street program undertakes a visioning initiative, the board of directors should represent the different interests of the commercial district. It is also during this phase that target areas are identified and a timeframe of 10, 20 or 30 years is established for the visioning process.

Facilitated Discussions

If your goal is to create a comprehensive vision statement that will guide overall community planning and address a breadth of issues, the process should involve all segments of the community. 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 10 years?
- What activities and businesses do you hope to enjoy on Main Street in 10 years?

Writing the Vision Statement

Next, draft a preliminary vision statement narrative using keywords from the facilitated public discussions. 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 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 10 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. If your program wished to submit the statement for formal endorsement by the municipality, you can do so once the board approves it.

The final vision statement should be presented publicly. 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.

The Vision and Implementation Plan

After the vision statement is approved, your Main Street organization needs to develop its work plan. Work plans are the guiding implementation documents that board of directors and committees use to carry out the program's activities. In the case of community-wide visioning projects, short-and long-term implementation strategies are developed and responsibilities assigned to those delegated to carry out the vision. These strategies may include timetables for achieving specific objectives as well as integrating the vision into current community planning activities. Large-scale, community-wide visioning and master planning processes will include implementation strategies for many entities in the community, not just your organization.

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 may want to 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.

Adapted from the National Main Street Center's publication, Revitalizing Main Street.



- 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)

EXAMPLES OF ORGANIZATIONAL LOGOS



DEVELOPING WORK & ACTION PLANS

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.

Mission Statement

The mission statement states the purpose of the organization.

Example:

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

Goals

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

Examples:

Goal for the board of directors and Organization Committee—Provide effective centralized management of the downtown and increase involvement in the program.

Goal for the Promotion Committee—Promote the downtown as the community's social, cultural, and economic center.

Goal for the Design Committee—Encourage visual improvements through good design compatible with historic features.

Goal for the Economic Restructuring Committee—Strengthen and broaden the economic base of downtown.

Issues

Issues are typically classified as "problems" or "unmet opportunities." They are not usually focused on just one activity, but tend to be broader, encouraging a number of possible activities.

Example

There aren't enough things for kids to do downtown.

Objectives

Objectives are specific statements of how a goal will be reached. They usually outline the major areas of responsibility for committees. 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 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 an Easter parade or building inventory.

Tasks

Tasks are specific steps required to complete an activity.

DEVELOPING ONE TO TWO YEAR ACTION PLANS

STEP 1

Goal setting/work plan session for board of directors (plan 4 to 5 hours to complete).

- List issues at random.
- Determine what area of concentration each issue fits under (organization, promotion, design, economic restructuring, and possibly parking or safety). Group them together, and then delete duplicates. Note that the areas of concentration are reflective of the Main Street committee structure.
- Determine priorities. Remove the rest of the issues.
- Create objectives. Each objective statement should begin with an action verb.
- Create a goal statement for each committee based on the objectives—the organization “stuff” usually falls to the board or a subcommittee of the board.
- Create an overall mission statement to guide the organization, use the committee goal statements as a reference (if a mission statement has already been created, check it against the committee goals to see if it is still reflective of what the organization is working towards accomplishing).

STEP 2

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



Celtic Faire and Pub Crawl in Puyallup.

STEP 3

Committee “activity planning” brainstorming session (takes about 2 hours per committee).

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

STEP 4

Committee “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 committee 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.

STEP 5

Refer back to your completed timeline sheet at each committee meeting. The committee or task force responsible for an upcoming activity should fill out an “action plan” as each activity draws nearer. If the activity has a completion deadline, scheduling from the deadline backwards may prove useful.



Shopping in downtown Snohomish.

SAMPLE: BOARD OF DIRECTORS WORK PLAN

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BOARD OF DIRECTORS WORK PLAN

Mission Statement: The purpose of the Greenville Downtown Development Association is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.

ORGANIZATION COMMITTEE

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 COMMITTEE

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 COMMITTEE

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 RESTRUCTURING COMMITTEE

GOAL:

Strengthen and broaden the economic base of downtown.

OBJECTIVES:

- 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

SAMPLE: COMMITTEE BRAINSTORMING SESSION

Committee: Promotion

Objective: Market a positive image of downtown.

Possible Activities:

Produce a business directory

Goods and Services Campaign like Walla Walla's

Monthly letters to the editor

"Discover Downtown" day

Customer Commitment Contract campaign

Downtown "historic details" contest

Friend to friend letter writing campaign

Downtown Calendar

(Those activities circled were determined to be the most important to accomplish in the next 12 to 18 months.)

After brainstorming all possible activities, determine those most important. Create timelines based on those activities. Remember to be realistic in expectations of how much can actually be accomplished in a year.

SAMPLE: COMMITTEE ACTIVITY LIST OVERVIEW

Committee: Promotion

Goal: Promote downtown as the historic, social, cultural, and economic center of the community.

Objectives/Activities:

- Identify and increase the existing customer base and create new markets
 - Identify existing customer groups (Economic Restructuring Committee will be doing detailed work on this.)
 - Identify potential new markets (Economic Restructuring Committee will be doing detailed work on this.)
 - New resident goodie bag
 - Major employer/employee week
 - Friday night concerts/extended store hours
- Market a positive image of downtown
 - Produce a business directory
 - Goods and Services campaign like Walla Walla's
 - Downtown "historic details" contest
 - Customer commitment contract campaign
- Increase awareness of historic character
 - Treasure hunt with clues based on downtown history
 - Historic downtown Greenville character parade
- Continue successful promotions
 - Halloween scavenger hunt
 - Easter egg hunt
 - Holiday open house
 - Student art exhibit
- Provide support for "other organizations" downtown events
 - Summerfest (Lions Club)
 - Christmas Parade (Lions Club)
 - Summer concerts (City)

SAMPLE: COMMITTEE ACTIVITY ACTION PLAN

Committee: Promotion

Committee Goal: Promote the downtown as the community's social, cultural, and economic center.

Objective: Market a positive image of downtown.

Activity: Produce a business directory

TASK NECESSARY TO COMPLETE ACTIVITY	PERSONS RESPONSIBLE	STAFF TIME	PARTNERS	TASK DEADLINE	BUDGET	FOLLOW-UP
Complete business inventory	Toni	Work with ER	ER Committee	April	See ER	
Categorize business types	Susan	Check Draft		May 1	0	
Design brochure format	Jeff	Input	Artist	May 1	\$10	
Obtain base map for layout	Tom			May 1	0	
Budget estimate	Pam	Yes		May 1	0	
Identify public parking areas	Tom & City		City	May 1	0	
Identify major landmarks	Tom & City		City	May 1	0	
Design mock-up	Jeff	Input	Artist	June 1	\$150	
Printing bids	Pam & Jeff			June 9	0	
Approve print sample	Jeff, Tom & Pam	Yes		July 1	0	
Print brochure	Toni		Printer	July 12	\$2,100	
Identify distribution sites	Susan	Input		July 15	0	
Distribute brochures/ check and refill	Toni & Susan			July 21, then monthly	0	
				TOTAL:	\$2,260	

SAMPLE: COMMITTEE TIMELINE

Committee: Promotion

List all activities to be undertaken by committees and task forces. Include how long it will take for planning, implementation, and final evaluation of each activity.



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 non-profits 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?

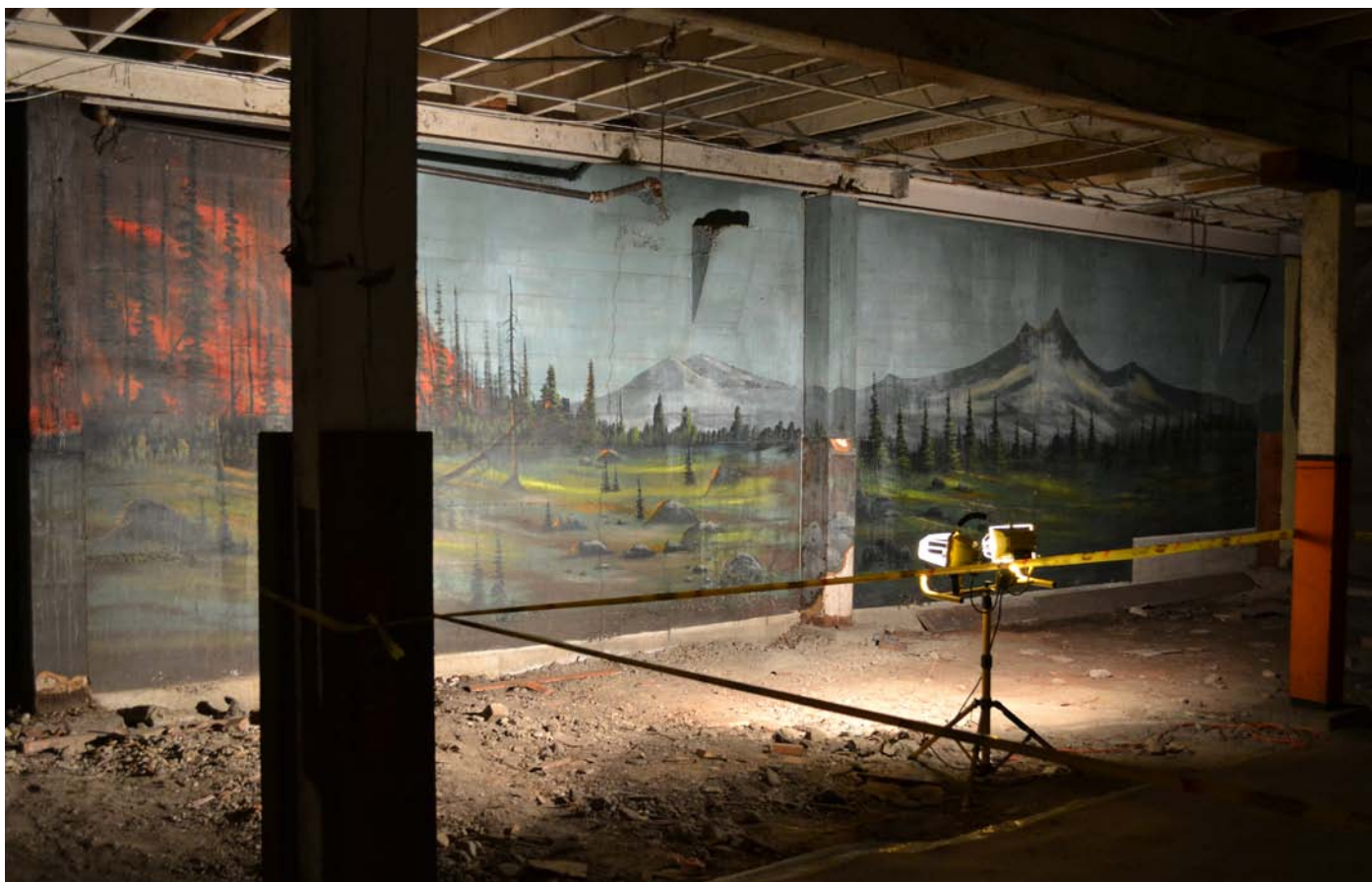
Typically, interest in developing a local Main Street program comes from business or property owners, city government, bankers, civic clubs, the chamber of commerce, historic preservationists, or other civic-minded groups. They contact the statewide or citywide coordinating Main Street organization to find out about the application process, discuss goals, establish an organization (Main Street programs are usually independent, non-profit organizations), raise money to hire a full-time Main Street executive director, and create volunteer committees 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.



A tour of historic downtown Wenatchee during RevitalizeWA 2014, Washington's annual Preservation and Main Street Conference.



An underground mural in Port Angeles.

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.

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 of \$250, members receive a monthly 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.

Courtesy of the National Main Street Center.



Gig Harbor Girls' Night Out, winner of a 2014 Excellence on Main Award for Outstanding Promotional Event.



Entry to Magnolias on Winslow Way on Bainbridge Island.

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

Background

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 committee 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
 - district/neighborhood residents
- 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.

Background

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, committees, 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.

- 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

Background

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 restructuring.
- 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 committees 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.



Storefronts in downtown Chelan.



The Langley Edible Centennial Garden, winner of a 2014 Excellence on Main Award for Green Community



The 2014 Excellence on Main Award went to the fabulous Pybus Market & Sustainability Center.



Painted signage in Kennewick.

4. POSSESSES AN HISTORIC PRESERVATION ETHIC

Background

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 COMMITTEES

Background

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 committees 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.
- Committee 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.
- Committees have regularly scheduled monthly meetings with an advance agenda that addresses the committee work plan.

6. HAS AN ADEQUATE OPERATING BUDGET

Background

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 committee 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: \$30,000+ annually
 - mid-size community programs: \$45,000+ annually
 - urban neighborhood programs: \$80,000+ 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

Background

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.



Bridge lighting celebration in Sumner.

8. PROGRAM OF ONGOING TRAINING FOR STAFF AND VOLUNTEERS

Background

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

9. REPORTS KEY STATISTICS

Background

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

Background

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.

WASHINGTON STATE MAIN STREET PROGRAM



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preservewa.org/main-street.aspx

dahp.wa.gov/programs/mainstreet-program

facebook.com/washingtonmainstreet

Since 1984, the Washington State Main Street Program has been helping communities revitalize the economy, appearance, and image of their downtown commercial districts using the successful Main Street Approach®. In 2010 the Main Street Program was moved from the Department of Commerce to the Department of Archaeology & Historic Preservation. The program is managed (under contract) by the Washington Trust for Historic Preservation.

WASHINGTON TRUST FOR HISTORIC PRESERVATION



THE VOICE FOR PRESERVATION IN WASHINGTON STATE

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Established in 1976, the Washington Trust for Historic Preservation is a tax exempt 501c3 non profit, and Washington's only statewide historic preservation organization. The Washington Trust helps make local preservation work. We build an ethic that preserves Washington's historic places through advocacy, education, collaboration, and stewardship.

WASHINGTON STATE DEPARTMENT OF ARCHAEOLOGY AND HISTORIC PRESERVATION



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The Department of Archaeology and Historic Preservation (DAHP) is Washington State's primary agency with knowledge and expertise in historic preservation. We advocate for the preservation of Washington's irreplaceable cultural resources (historic and archaeological) which include significant buildings, structures, sites, objects, and districts. Through education and information, we provide leadership for the protection of our shared heritage.