

CITY OF ORLANDO

ECONOMIC DEVELOPMENT

BUSINESS DEVELOPMENT



A local thing

BOARD MEMBER'S HANDBOOK FOR ORLANDO MAIN STREETS

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ORLANDO MAIN STREETS SET-UP CHECKLIST

Task:	Responsibility:	Deadline:
• Locate and secure office	_____	_____
• Locate and install furniture	_____	_____
• Hook up utilities	_____	_____
• Acquire office telephone number (Google)	_____	_____
• Purchase cell phone	_____	_____
• Purchase office supplies	_____	_____
• Set up checking account	_____	_____
• Set up charge accounts	_____	_____
• Printing services	_____	_____
• Office supplies	_____	_____
• Other _____	_____	_____
• Other _____	_____	_____
• Gather reports, photographs, and other resource material for office	_____	_____
• Obtain business tax receipt from City	_____	_____
• Prepare Articles of Incorporation and Code of Regulations	_____	_____
• File for corporation status	_____	_____
• File for tax status	_____	_____
• File with Department of Agriculture	_____	_____
• Appoint Executive Director selection committee	_____	_____
• Issue press releases on establishment of Program	_____	_____
• Appoint task force to select or accept nominations for Board	_____	_____
• Other _____	_____	_____
• Other _____	_____	_____

PROGRAM GUIDE

PROGRAM GUIDE

Orlando Main Streets is not a project, or a grant, but a process based upon an implementation strategy for locally initiated goals and objectives. Participating programs receive various forms of assistance, all of which directly or indirectly help the local organization and director develop their district's assets, as well as identify and strengthen their weaknesses. Being involved in Orlando Main Streets means implementing a comprehensive economic revitalization effort, which is based upon:

ORGANIZATION: Building partnerships to create a consistent economic development and revitalization strategy. Diverse groups – merchants, bankers, educators, public officials, economic development entities, and civic groups – must work together to improve the area.

PROMOTION: Establishing the district's image as a compelling place for residents, shoppers, investors, and visitors. This means not only improving sales but also sparking district excitement and involvement. Promotions can range from street festivals to retail merchandising, from district education to aggressive public relations.

DESIGN: Enhancing the visual quality and image of the district. Attention must be paid to all elements of the business district – not just buildings and storefronts, but also public improvements, rear entries, signs, landscaping, window displays, etc.

ECONOMIC VITALITY: Strengthening the existing economic assets of the business district while diversifying its economic base. Activities include recruiting new businesses to provide a balanced retail mix, converting vacant buildings into housing, offices, entertainment or cultural facilities, and sharpening the competitiveness of the district's traditional merchants.

PRINCIPLES OF REVITALIZATION

- 1. A comprehensive approach to district revitalization.** It must address all the areas in which action must take place. Design improvements alone will not bring about meaningful change; effective marketing, a strong organizational base, and solid economic development strategies are all necessary to reverse the cycle of decay from which many districts suffer.
- 2. Quality.** The quality inherent in commercial architecture and in the services businesses offer their customers make the district unique in the marketplace and give it many marketing advantages.
- 3. Meaningful, long-term revitalization through public/private partnerships.** Neither public nor private sectors can bring about change alone. Combining the talents and resources of both sectors brings all the skills necessary for revitalization to occur together in a unified program.
- 4. Changing attitudes.** Changing attitudes – demonstrating that positive change is taking place -- is central to the success of a district revitalization program.
- 5. Focus on existing assets.** Each district is unique, and each district has special characteristics that set it apart from all other districts in the city, county, state, and nationwide. The district has many assets to promote and market.
- 6. A self-help program.** Through the grass roots efforts of the volunteers, the will to succeed and the desire to work hard to bring about change is crucial to district development.
- 7. Incremental in nature.** The business district may not have lost its economic strength overnight, it happened over a period of years. The program relies on a series of small improvements that change public attitude about the district. Gradually, the small changes will build into larger ones as resources and the organization gain strength.
- 8. Implementation-oriented.** By identifying and prioritizing the major issues the district must confront, Orlando Main Streets can develop programs of work that break down the large issues into smaller tasks. Then, through the volunteer committees, the program will have the capability of achieving the quantifiable tasks the “Program of Work” maps out.

FIRST YEAR EXPECTATIONS

During its first year of participation in Orlando Main Streets a district can expect the following to occur:

First, the district must organize and define the problems of the business area, develop goals and objectives for the economic strategy, and forge appropriate relationships among bankers, government, merchants, civic groups, and citizens.

Secondly, the district's Director will undergo extensive training in the four-points of the program (design, economics, promotion, and organization) in the beginning of the program, and will attend workshops during the year to continually update directorial skills.

Thirdly, the Coordinator from the city will visit the district at periodic intervals to assist in the implementation of local goals and strategies.

Fourth, the district will feel the impact of implementing their goals through the involvement of district members and the coordination of the local Director.

By the end of the first year, local participants should have a firm grasp on the problems of their business area, outline their goals and objectives, and have developed the appropriate organization and support for implementation.

THE IMPORTANCE OF ORGANIZATION IN A REVITALIZATION PROCESS

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Organization is the key to a successful economic revitalization program. A strong, viable organization provides the stability necessary to build and maintain a long-term effort. Developing an organized management program that is well structured, well funded and committed to the future is the only way to make revitalization last. For these reasons, the establishment of a solid organizational base for the district should be the primary goal of a local Orlando Main Street.

Principles of Organization

In its most basic form, a successful local urban revitalization program should have the following characteristics:

- Broad based district support
- Broad based district representation in an advisory capacity
- A clear constituency
- A clear, shared sense of mission and a clear set of goals and objectives
- Committed, dependable funding
- Working committees
- Management- full-time Executive Director
- A well thought-out work plan built around the four points: Design, Organization, Promotion and Economic Vitality
- A commitment to work, and succeed, over time
- Strong public/private partnerships

These ten principles should guide the development of the local revitalization program and measure its organizational success.

Identifying the Participants

The local revitalization program must involve groups and individuals from throughout the district, and possibly the city at large, in order to be successful. District revitalization requires the cooperation and commitment of a broad-based coalition of businesses, civic groups, local government, financial institutions, consumers and many others. It also involves mobilizing a large number of volunteers to implement activities. And, the district revitalization program must have the support and involvement of both the public and private sectors.

Different groups have different interests in the district. While each may have a particular focus, all groups ultimately share the common goal of the revitalization process, the local program can help each group realize that this common goal exists and that cooperation is essential to making revitalization successful. Furthermore, by identifying each group's greatest strengths, the local program can help focus that group's energy in the areas in which it is likely to be most effective and have the most to contribute.

Where to Find Potential Members

It is not always easy to locate good and new members. Many organizations are competing for the same people. Those that succeed in attracting members who will contribute their work, wealth, and wisdom are those whose staff and current Board work hard, use their imaginations, and represent their organizations in a credible, exciting way.

Before you begin your recruiting program, think about what your "ideal" member looks like in terms of individual backgrounds and skills. Not every organization is comprised of a diverse group of members contributing their expertise, hard work, and influence in addition to an appropriate portion of their financial resources.

Look at the following sources of potential members:

- **Merchants:** Retail activity is an important part of the local economic base and merchants have vested interests in the success of the revitalization program. Merchants are often most interested in – and the most valuable contributors to – promotional activities, but their representation in other programs can also be beneficial.
- **Property owners:** Property owners are the individuals who, literally, own the district's real estate. Therefore, they have a direct interest in the revitalization program's success. Local property owners are often active participants in the revitalization process. Absentee owners, though, may show little or no interest in it. Nonetheless, absentee owners should always be kept informed about the local program's activities and, as the program develops greater competency in directing the economic growth of the district, should continue to be invited to take part in its projects.
- **Financial institutions:** Local financial institutions benefit from a revitalized district in many ways, from making new business loans to being able to help attract new industry to the district. Financial institutions can support the revitalization program by helping package loans, by taking part in interest buy downs and other financial incentive programs, by providing leadership and by helping find innovative ways to stimulate district economic development. Many financial institutions find that participating in the local program helps satisfy their directive under the Community Reinvestment Act.
- **Civic Clubs:** Civic clubs benefit from taking part in the revitalization program by helping improve the district's quality of life and by making the district a more pleasant and vibrant place for activities to take place.
- **Historic societies and historic preservation organizations:** Can contribute expertise in local history, preservation technology and related fields to the local revitalization program.
- **Consumers:** In many ways, consumers stand to benefit the most from a revitalized core area by being able to more easily obtain goods and services that meet their needs. Many local consumers who may not belong to an existing district organization will still

be interested in taking part in the revitalization effort and in helping make the district – and the community– a more vibrant place to be.

- **City and County Government:** Play a major role in the economic revitalization effort. In fact, without the support and involvement of local government, a revitalization program will probably not be able to achieve long-lasting success. Local government can help provide technical skills, leadership and financial resources to the revitalization effort. Because local government is a major player in directing the district's economic growth, it must be an active participant in Vitality the district's economic base and developing innovative solutions to district issues.
- **Regional Planning Commissions and Council of Government:** Can provide the local program with market data and other technical information about the district's market area. These groups can also help the program identify resources and establish relationships with regional, state and national economic development agencies.
- **Schools:** Schools can help make the revitalization effort successful in several ways. First, by involving young people in the revitalization process, they can help the district reach a segment of the neighborhood, which may not be familiar with it. Second, they can help students become positive contributors to the district's quality of life. Finally, by giving students opportunities to use their academic skills in a "real world" environment, they can help the district revitalization program implement programs and accomplish projects.
- **The Media:** Are usually major supporters of the district revitalization effort. Revitalization means creating new jobs, generating new investment and bringing more money into the district – activities that are very newsworthy. In addition to helping publicize the local program's successes, media can provide information about local market characteristics.

Develop and use a profile grid to identify the skills, background, and demographics to be represented on the board. Establish the priorities and the initial profiles to be recruited. Online resources for this are available at:

http://www.solidgroundconsulting.com/wp-content/uploads/2012/06/Board_Recruitment_Process.pdf

DEVELOPING AN ORGANIZATION

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The Board of Directors

The local program's Board of Directors should be a strong, working Board capable of developing and implementing policy to create positive change in the district. The success of the revitalization effort depends largely on the Board's ability to identify and mobilize resources, build volunteer support, develop new leadership and maintain a clear focus on the district's needs and opportunities.

- **Officers**: Officers typically include a President, Vice-President, Treasurer and Secretary. Some local programs elect co-Presidents with separate responsibilities. It is generally best to rotate one third of the members off the Board each year in order to avoid burn-out, attract new leadership and avoid domineering Board members. If more people are interested or should be involved, remember that there are plenty of standing and ad hoc committees on which these individuals can serve.
- **The Executive Director and the Board**: The Executive Director should report and respond only to Board decisions. On a day-to-day basis, the Executive Director should confer with the Board President – there is nothing more debilitating and counterproductive than for the Executive Director to have too many bosses to whom he or she is expected to report.
- **Selecting Board members**: When selecting Board members, look for people who represent the "three W's": Work, Wisdom and Wealth. ‘Workers’ who join the organization will become actively involved in planning and implementing projects. ‘Wisdom’ is represented by partners who provide needed services or information. These members may have special skills in areas such as law, accounting, architecture, volunteer management or real estate. ‘Wealth’ is represented by people who have money – or access to money – that could be used to finance the program's projects.

In short, Board members should bring the organization time, money, skills, leadership, enthusiasm and district respect.

- **Role of the Board**: There is no simple definition of the Board's role. In general, the Board's major responsibilities are to educate, build consensus, stimulate the local economy through action, focus activity and maximize volunteer participation in the revitalization process. As the direction of the local revitalization program evolves and creates new opportunities, the role the Board plays in each of these areas may change. There are, however, several basic responsibilities that should remain constant throughout the life of the organization.
- **Basic Responsibilities**: The Board has ultimate responsibility and accountability for the program and, even though it may delegate day-to-day management or even long range planning of the program to the Executive Director and committees, it cannot delegate:
 - The proper review of program plans,
 - Budget review, and
 - Monitoring and evaluation of program effectiveness.

The Board must always attempt to maximize volunteer involvement in the revitalization effort.

The Executive Committee

Some local programs create an executive committee to help manage and focus the board's responsibilities. Typically, an executive committee consists of the board's officers – President, Vice-President, Secretary and Treasurer – and usually meets more frequently than the board, to take care of day-to-day details of managing the district revitalization program. Organizations might want to consider creating an executive committee if the size of the board makes it difficult to conveniently schedule meetings. If, however, the board is a small enough group to be able to interact well and to effectively handle the organization's housekeeping details, an executive committee may create an unnecessary layer of bureaucracy.

The Local Advisory Board

The Advisory Board provides additional insights, input and policy support to the local program. The Advisory Board should include among its membership individuals who are district leaders, who represent major groups and organizations in the district and who can provide expert advice to the program. It is not as involved in the day-to-day affairs of the program as the Board of Directors – typically, an Advisory Board may meet as infrequently as twice a year – but is there to provide assistance when needed. Because the Advisory Board includes representation from major organizations and businesses, its members are able to mobilize resources that the Executive Director and Board of Directors may not be aware of or may not have access to.

The Advisory Board may have as many as 25 or 30 members.

- **Does the organization need an Advisory Board?**

Some local programs have Advisory Boards, and some do not. Occasionally, a local program finds that its Board of Directors alone can adequately execute the program's goals and that, therefore, an Advisory Board is not really necessary. In other instances, Advisory Boards help give prestige and guidance to the local program, providing skills or resources the Board of Directors alone do not possess.

Advantages of establishing an Advisory Board include these particular benefits to a local program:

- When there is a broader base of district groups that need to be informed about the activities and progress of the district revitalization program than can be practically represented on the Board of Directors;
- When the creation of an Advisory Board can assist the local program with fundraising activities;
- When it is necessary to involve influential people who do not have the time to commit to serving on the Board of Directors.

- **Issues to resolve before establishing an Advisory Board:**

- Will constituents be confused about the different responsibilities of the Advisory Board and the Board of Directors? It should be made clear that the Board of Directors – not the Advisory Board – is responsible for the day-to-day operation of the local program.

- Will the Advisory Board represent a number of district groups and interests, or will it become insulated from important issues by having limited representation? While an Advisory Board should contain influential members of the district, it should also include individuals who represent other important district groups that may not have as much influence or prestige.
- Will Advisory Board members understand that, although their positions are less active than those of the Board of Directors, their involvement is just as important. The Advisory Board's direct responsibilities are not as extensive as those of the Board of Directors. If details such as these are thoroughly discussed when the local program is established and potential Advisory Board and Board of Directors members understand the roles they will play in the district revitalization process, the Advisory Board can become an invaluable resource.

RECOMMENDED STANDING COMMITTEES

Orlando Main Streets and the National Main Street Center recommend that local programs set up three standing committees corresponding to three of the four points of the Main Street approach. These committees are Promotion, Design, and Economic Vitality. It is also recommended to have one standing committee to deal with membership development, fund raising and other organizational housekeeping chores. General organizational activities are the responsibility of the Board and its executive committee. These duties can be covered by an additional standing Organization Committee, or by the Executive Committee.

The roles these committees play are crucial to the success of the local program, because the success of the program depends on a coordinated, comprehensive effort to ensure the successful completion of projects in each of the four areas of the Main Street approach. The Board is responsible for developing a comprehensive set of goals, and the committees are responsible for developing, in conjunction with the Board, strategies and projects to carry them out. With the Board's approval, each committee should:

- Determine and prioritize the objectives required for each goal in its subject area.
- For each objective, develop a balanced range of activities that are both short and long-term so that there will be a record of accomplishment at the end of the year as well as a basis for more complicated efforts in the future.
- Implement several high visibility projects that keep the local program's efforts in the public eye.
- Establish, empower and monitor ad hoc task forces to accomplish specific projects.

One of the most important responsibilities of each committee is initiating working relationships with agencies and district groups that have similar goals or that are currently involved with projects in the district. Defining a role for the local program while ensuring that it does not overlap or conflict with outside groups can be a delicate process. Often, the most appropriate committee task – at least initially – is to offer assistance to those groups with established projects in order to learn about their activities and, at the same time, to promote the district revitalization program.

BOARD MEMBER JOB DESCRIPTION

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Collectively, the Board assumes fiscal, legal and philosophical responsibility for all activities of the program. The Board is solely responsible for establishing program policy, approving the annual program budget and determining the goals of the program. Members are usually expected to serve on one or more of the task forces and/or standing committees of the program.

Major Responsibilities

The Board members are jointly responsible for:

- **Policy Administration:**
 - Establishing and/or continuing the legal existence of the program.
 - Ensuring that the program fulfills legal requirements in the conduct of its business and affairs.
 - Adopting and administering Code of Regulations.
 - Adopting policies which determine the purposes, governing principles, functions and activities, and course of action for the program.
 - Assuming responsibility for internal policies governing the program.
 - With the Executive Director, developing an annual work plan of goals, objectives and activities for the program.
- **Finance:**
 - Approving and monitoring the finances of the program.
 - Helping raise sufficient funds to ensure that the program can meet its objectives.
 - Authorizing and approving an annual audit, if appropriate.
 - Assuming responsibility for all expenditures necessary for the operation of the program.
- **Public Relations:**
 - Understanding and interpreting the program's work to the district;
 - Relating the services of the program to the work of other organizations and agencies,
 - Giving sponsorship and prestige to the program and inspiring confidence in its activities;
 - Serving as advocates of economic development through historic preservation in the district area.
 - Maximizing volunteer involvement in the district revitalization effort
- **Evaluation:**
 - Regularly reviewing and evaluating the program's operations and maintaining standards of performance;

- Monitoring the program's activities;
- Counseling and providing good judgment on plans of task forces/committees and of the Executive Director.
- **Personnel:**
 - Selecting, hiring and evaluating the Executive Director;
 - Approving policies governing personnel administration;
 - Participating in the recruitment, selection and development of Board members.

Individual Standards

A responsible Board member:

- Supports Board decisions, even when he or she may differ personally with the majority decision.
- Understands the mission of the local program and promotes the goals and activities of the program to his or her own constituent groups and to the district as a whole.
- Attends Board meetings.
- Actively participates on task forces/committees or other designated posts.
- Actively participates in specific activities or projects promoted by the Board which may include: fundraising, membership recruitment and representation on behalf of the program at meetings and/or events
- Attends as many as possible of the training programs and workshops held each year by the city, state and national Main Street programs.
- Contributes knowledge, financial resources and labor to the program.
- Respects the need for the Executive Director to report to only one "boss."
- Offers opinions honestly, without reservation and in a constructive way.
- Does not commit more time to the program than he or she can realistically afford.
- Delegates responsibilities to committees when appropriate.
- Promotes unity within the organization and seeks to resolve internal conflicts.
- Encourages orderly, systematic and incremental implementations of the local program's work plan, discouraging the Board from being distracted by secondary issues or projects.
- Encourages staff and other Board members to express their opinions openly in Board meetings.
- Is loyal to the program and honors his or her commitment to it.

BOARD MEMBER ORIENTATION CHECKLIST

Describe the Organization to the Board Member:

- Who do we serve
- What we do
- How we're financed
- Other:

Explain and Discuss with Board Members:

- Board Expectations
- Meeting attendance- both full board and committee
- Committee assignment
- Board role and relation to administration/ staff
- Other:

Conduct Tours:

- District program office and boardroom
- District area

Deliver Important Information to Board Member:

- Letter of welcome from the Executive Director
- Mission statement
- Bylaws & Articles of Incorporation
- Board policies
- Copies of the minutes of board meetings from the last year
- Current budget & financial reports including year-end statement from preceding year
- Current work plan including goals and objectives
- Long-range plan
- The Board Member Handbook
- 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
- Calendar of Orlando Main Streets Training Sessions
- Other:

Introduce Board Member to:

- Executive Director
- Chairperson of committee to which board member has volunteered
- Other Board members
- Others: (May include City Coordinator)

OFFICER'S JOB DESCRIPTIONS

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President

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 is a link between the organization and the district and oversees the organization in a functional way, guiding and facilitating the working relationships within the organization.

Job Requirements:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

Job Elements:

- Supervising the performance of the executive director
- Assist the executive director in determining the board meeting agenda
- Communication with board, district and executive director
- Chairs board meetings
- Calls special meeting when necessary
- Monitoring the accountability of the organization

Vice President

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 most beneficial to the organization. Also, the vice-president performs the duties of the president when the president is unable to do so.

Job Requirements:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

Reports To:

- The Board president

Secretary

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.

Job Requirements:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

Major Job Elements:

- Recordkeeping
 - Transcribe minutes at board meetings
 - Prepares an “official” copy of the minutes within two weeks after the board meeting.
 - Maintains these documents in a form which is at all times accessible to board members and the executive director; which may include electronic access.

Reports To:

- The board president

Treasurer

The treasurer is responsible for fiscally monitoring the program. 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.

Job Requirements:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

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:

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

Reports To:

- The Board of Directors

COMMITTEE RESPONSIBILITIES

COMMITTEE RESPONSIBILITIES

General responsibilities of the standing committees of local programs – typically, the Promotion, Design, Economic Vitality and Organization Committees – include the following:

The Promotion Committee

The Promotion Committee's primary responsibility is to market a unified, quality image of the business district as the center of activities, goods and services to retailers, residents, shoppers, investors and tourists. The responsibilities of this committee are broad and typically include coordinating advertising, reversing negative images of the district, implementing special events, and establishing and maintaining good media relations.

The first job of the Promotion Committee should be to conduct a thorough inventory of all current district promotional activities by checking with the Chamber of Commerce, local art groups, the merchants' association and all service clubs. After this, the Committee and the Board should make some basic organizational decisions about the role and activities of the Promotion Committee. Most local programs have found that a combination of assisting existing programs and developing a limited number of new promotional activities is the best way to implement a comprehensive, balanced promotion calendar.

Members of the Promotion Committee might include representatives of the district merchants' association, Chamber of Commerce, local art association, school Board, library, civic associations, special interest clubs, YMCA/YWCA, an ad agency or even a bank marketing department. Beware of the conflict of interest local radio stations, TV stations and newspapers may experience by having advertising sales representatives participate in the Promotion Committee.

Specific functions:

- Directs retail promotional activity, traffic-building activity and image improvement activity for the business district or establishes liaisons and develops joint promotional strategies with existing organizations active in one or more of these areas.
- Assumes primary responsibility for defining the marketable image of the district and ensuring continuity of that marketable image in all district promotional programs.
- Monitors district and consumer perceptions of the district and seeks to reverse negative attitudes and build on positive ones.
- Allocates funds for promotional activities in accordance with the program's overall annual work plan and budget.
- Works toward building new sources of promotional funding for a portion of the program's total annual promotional budget
- Builds a strong network of volunteers to participate in implementation of promotional programs and establishes good working relationships with district organizations, charities, school clubs and other groups who might participate in promotional programs.
- ◆ Works with the Economic Vitality Committee to monitor changes in the district's market and adjusts the promotional plan accordingly, always building on local assets, to increase the district's market share.

- ◆ Works with the Design Committee to ensure a consistent, high-quality graphic image in signs, advertisements and other graphic material associated with the program.
- ◆ Establishes a sound working relationship with local and regional media.
- ◆ Monitors the effectiveness of promotional programs on an ongoing basis.

Design Committee

The Design Committee's purpose is to create an attractive, coordinated and quality image of the district by capitalizing on its unique assets and heritage. Its responsibilities do not lie solely with the improvement of traditional commercial buildings. It should be involved in all aspects of design that have an impact on the overall image of the district, including analyzing parking, developing a logo, coordinating window displays and acting as a design resource for property owners. If the local program is planning to develop a local low-interest loan pool or other financial incentives to stimulate interest in design projects, this Committee will play a critical role in setting up and administering a design review and approval process.

Many Design Committees make the mistake of jumping immediately into establishing design ordinances. However, an ordinance is only one of a variety of measures that the Committee should consider for the protection of the business district's visual quality.

The Committee's members should include people who are qualified -- either by profession or volunteer interest and experience -- to supervise its projects, such as architects, landscapers, interior designers, graphic artists, sign painters, contractors, historic commission representatives, artists and citizens interested in good design. It might also include a district property owner and the city's building inspector.

Specific functions:

- Directs design improvement activity with regard to building maintenance and rehabilitation, historic preservation, new construction, public and private signs, graphic material, public improvements, visual merchandising, traffic and parking.
- Works with the Promotion Committee to ensure a consistent, high-quality graphic image in signs, advertisements and other graphic material associated with the program.
- Establishes a sound relationship with local design and construction professionals, sharing technical information on historic preservation, rehabilitation and maintenance of traditional commercial buildings.
- Promotes awareness of local design and historic preservation issues throughout the district.
- Monitors design changes throughout the district.
- Works with the Economic Vitality Committee to plan, implement and administer appropriate incentives to encourage design improvement and property development activity.
- Allocates funds for design improvement activities in accordance with the program's overall annual work plan and budget.
- Monitors local ordinances and other applicable regulations affecting district design issues and works toward developing a supportive regulatory environment for district revitalization activity.

- Establishes a sound working relationship with the State Historic Preservation Office and other state and regional agencies that provide assistance in areas related to district design improvement through historic preservation.
- Conducts and maintains a thorough inventory of district properties.

Economic Vitality Committee

The Economic Vitality Committee works to develop a market strategy for the district that will result in an improved retail mix, a stronger tax base, increased investor confidence and a strong, stable role for the district as a major component of the district's economic health.

The Economic Vitality Committee's responsibilities are complex and, therefore, getting volunteers for this committee can often be difficult. To overcome this, the Board can identify initial tasks that do not require specialized expertise, such as collecting data on district buildings for a retail recruitment program or reviewing and summarizing existing market information.

One of the Committee's first tasks might be to identify public and private sector groups in the district already active in economic development, such as local development companies, development authorities and city planning and development agencies. Set up appointments with all these groups to discuss their activities and to explain the goals of the local program. Ask for copies of any plans and market studies they have produced or commissioned.

The Economic Vitality Committee could be composed of City Council members, officers of financial institutions, realtors and Chamber of Commerce Board members or staff, as well as merchants, property owners, attorneys and business teachers.

Specific Functions:

- Works to strengthen existing core area businesses and, eventually, to recruit additional businesses through such programs as the development of business assistance teams, sponsorship of business seminars, identification of market opportunities and dissemination of relevant information to existing and potential businesses, development of promotional literature describing the district business environment, and development of incentive programs to stimulate business growth.
- Monitors changes in the local market on an ongoing basis, assesses the local market share within the district and the region, measures the involvement of various market groups in district commercial, monitors sales leakage or surplus, and assesses the district's mix of retail, commercial, residential, recreational and civic space.
- Directs activity related to core area commercial and real estate development.
- Works with the Design Committee to plan and implement appropriate incentives to encourage design improvement and property development activity.
- Works with the Promotion Committee to monitor and adjust the district promotional plan to increase the local, market share.
- Establishes a sound working relationship with local and regional financial institutions, business assistance organizations and other businesses and agencies that provide assistance in areas related to core area economic development.
- Conducts and maintains a comprehensive inventory of core area businesses.

- Allocates funds for core area economic development activity in accordance with the program's overall annual budget and work plan.
- Becomes familiar with city, county and regional economic development strategies and coordinates projects when possible, utilizing economic development programs already in place and investigating the creation of new programs when appropriate.
- Promotes the core area as a good place for commercial and real estate development activity.

Organization Committee

Much of the success of the local program and the viability of the organization will depend on its ability to recruit and develop new leadership, to stay in close touch with its supporters, to meet its supporter's needs and to involve and mobilize a large number of volunteers in the program's activities. This is an intense, ongoing effort that requires diligent work all year round by one committee – the Membership and Development Committee – established to meet several needs of the organization:

Specific functions:

- Plans and conducts annual fund raising activities for the program and ensures that adequate funding is in place at all times.
- Organizes and conducts annual nomination program for Board of Directors. When applicable, organizes and conducts an annual membership drive.
- Helps the Design, Promotion and Economic Vitality Committees recruit new members.
- Promotes the development of a strong volunteer network within the program. Encourages leadership development within the program.
- Works with the Board of Directors to orient new Board and committee members to the program's goals, activities, policies and procedures.
- To recruit new members to the Board and committees.
- To recruit new volunteers for the program and to help them find assignments they will enjoy.
- To raise funds for the ongoing operation of the program.

Subcommittees:

The tasks of the Membership and Development Committee are so important that many local programs divide its responsibilities into three standing subcommittees:

- **Nominations Subcommittee:** Effective Board and committee candidates rarely emerge from the recommendations of a nominating committee formed one week before Board elections. Instead, nominating good candidates requires year-round awareness of the local program's organizational needs and of the contributions of productive volunteers to the organization. The Nominations Subcommittee is responsible for ensuring that the nominations process is handled in a responsible and democratic way. In addition, the Nominations Subcommittee is often responsible for new Board member orientation. Subcommittee members should collect materials, accompany new Board members to

their first meeting and call them afterward to see if there are any questions. As corny as it seems, assigning a "buddy" to new Board members helps make them feel at home.

Often, former and current Board members who do not wish to run for office again make good Nominations Subcommittee members. Be sure this Subcommittee is aware of the importance of its responsibility, and give it sufficient lead-time to find suitable candidates.

- **The Membership Subcommittee:** Every volunteer organization needs a committee that encourages people to join and finds a place for them where they will be happy and productive.

The task of the Membership Subcommittee is to monitor the skills and talents of existing members, develop a "wanted member" profile and, with the Board, set goals for the number of new members to be recruited each year.

- **Fund Raising Committee:** The Fund Raising Subcommittee's primary responsibilities are to plan and conduct annual fund raising activities for the local program and to ensure that adequate funding is in place at all times. The Fund Raising Subcommittee requires a high energy, enthusiastic chairperson. This position must be filled by a Board member, not a staff person. It is not productive or efficient to ask a staff person to raise his or her own salary.

The Fund Raising Subcommittee must have a plan to be effective, and the Board should work closely with the Subcommittee to establish fund raising goals and a realistic timetable.

The Role of the Executive Director in Committee Activity

The Executive Director is responsible for ensuring that the committees run smoothly and inspire maximum volunteer dedication, achievement, responsibility, impact and satisfaction.

Frequently, the major role of a volunteer association's staff is to develop the volunteer capacity of the organization.

A staff member's goals are often measured by volunteer commitments and results. One way to ensure maximum volunteer participation when developing a committee work plan is to imagine that the organization has no staff, and, therefore, cannot include staff time in the projects. Once the work plan is completed, add staff capacity. This exercise will help the organization draw up a reasonable work plan, one in which staff adds to the capacity of the organization, enabling it to expand and add new projects. In many organizations, volunteers tend to relax after the staff is hired, assuming that the staff will pick up their efforts.

In a successful volunteer organization, everyone works smarter – but harder – after the staff is hired, due to the greater organizational efficiency that the staff can introduce.

In the program, the Executive Director's role is to help volunteers do the work of the organization.

It is the Executive Director's role to build support for the economic health of the district over the long term by building a broad organization and district-wide awareness of the issues the core area confronts. One of the most effective ways of achieving this goal is through effective mobilization of committees and task forces.

WELL-ROUNDED COMMITTEE CHECKLIST

Committees 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.

Promotion Committee

Likely candidates are:

- district merchants
- chamber of commerce members
- civic groups involved in the arts
- school board members
- marketing/advertising professionals
- staff in advertising or tourism offices
- reporters and editors
- graphic designers and artists
- people who want to be “part of the action”

Design Committee

Likely candidates are:

- architects
- history buffs
- real estate agents
- interior designers and florists
- contractors
- graphic designers and artists
- district property owners
- architecture students
- city planners

Economic Vitality Committee

This committee needs a broad range of people to guide its 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 candidates are:

- merchants
- district property owners
- Realtors
- mortgage brokers
- consumers
- marketing professionals and teachers
- developers
- stock brokers
- business students
- Small Business Development Center (SBDC) representatives
- the City’s economic development staff

CODE OF REGULATIONS

SAMPLE CODE OF REGULATIONS FOR LOCAL PROGRAM

NOTE: The following sample Code of Regulations is to be used as a reference only. Variances in the structure of the local program, in the desired tax or tax-exempt status of the program and state and local law may dictate that modifications in the Code of Regulations be made.

CODE OF REGULATIONS of the {district} (District Revitalization Program)

A {state} Non-Profit Corporation

ARTICLE 1 Name and Principal Office of Corporation

Section 1. The name of this corporation shall be the {district} Program (hereinafter referred to as "the Program"). The principal offices shall be determined from time to time by the Board of Directors of the Program.

ARTICLE 2 Purpose

Section 1. The purposes for which this corporation is organized are to stimulate district economic development in {district} through organization (encouraging cooperation and building leadership in the business district); promotion (creating a positive image for district by promoting the district as an exciting place to live, shop and invest); design (improving the appearance of the district); and economic vitality (strengthening and expanding the economic base of the district); and to receive, administer, and distribute funds in connection with any activities related to the above purposes; provided, however, that the Program shall only engage in activities that are in the purview of Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law. No part of the net earnings of the Program shall inure to the benefit of any of its members or any other individual; and the Program shall not participate in, or intervene in, any political campaign on behalf of any candidate for public office.

Section 2. It is the intent of the Program to qualify as a non-profit, tax-exempt entity pursuant to Section 501(c)(3) of the Internal Revenue Code of 1954, as now or hereafter amended. In order to effectuate such intent, no part of the net earnings of the Program shall inure to the benefit of any of its members or any other individual; and the Program shall not participate in, or intervene in, any political campaign on behalf of any candidate for public office.

Section 3. Upon dissolution of the corporation, the residual assets of the corporation shall be distributed to a private, non-profit corporation which is an exempt organization as described in

Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law, selection of which corporation may be designated prior to dissolution.

ARTICLE 3 Program Area

Section 1. The Program Area shall be that geographic area indicated on the attached map {Exhibit A}.

ARTICLE 4 Membership

Section 1. The classes of members of the Program shall be determined by the Board:

Section 2. The Board of Directors shall establish annual dues, as it deems appropriate. Such establishment of dues shall include method of payment and application procedure.

Section 3. Any business, organization or individual interested in supporting the purposes of the Program may become a member by filing an application in such form as the Board of Directors shall prescribe, and subject to the payment of such dues as the Board of Directors may establish.

ARTICLE 5 Membership Meetings

Section 1. An annual meeting of the membership shall be held in each calendar year at such time and place as may be determined by the Board of Directors for the purposes of reporting annual district activity and progress and to recruit new volunteers for task forces/committees.

Section 2. Roberts Rules of Order Newly Revised shall govern the parliamentary procedures of the Program when not in conflict with these Code of Regulations

ARTICLE 6 Board of Directors

Section 1. The Program shall be governed by a Board of nine (9) - fifteen (15) Directors. The term of office for each Director shall be one (1) year. Nominations to the Board shall be made by the Nominations Committee appointed by the Board. Each Director shall hold office for the term for which he or she is appointed and until his or her successor shall have been appointed and qualified. Directors may be re-appointed for up to 3 consecutive terms. Each Director will be asked to rotate off the Board for one year, after which time they will again be eligible to hold office.

Section 2. Any vacancy occurring in the Board of Directors (other than a vacancy resulting, from the normal expiration of a term of office) may be filled by the affirmative vote of a majority of the current members of the Board of Directors. A Director elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office. Any Director may resign by submitting written notice of resignation to the Secretary. Any Director may be removed from office at any time with or without cause by the affirmative vote of two-thirds of the Directors in office. Any member of the Board of Directors who is absent from three consecutive regular

meetings without just cause for such absence may be removed as a member of the Board of Directors.

Section 3. The Executive Director of the Program shall be present at all meetings of the Board of Directors.

Section 4. The Board of Directors of the Program may hold regular and special meetings. Regular meetings shall be held not less than six times each year. Special meetings of the Board may be called by the President, or by the Executive Committee, or by four or more Directors. Notice of the time, place, and agenda for both regular and special meetings shall be given to each Director no less than 48 hours before the meeting.

Section 5. At all meetings of the Board, a majority of the voting members thereof shall constitute a quorum for the transaction of business. If a quorum shall not be present at any meeting of the Board, the Directors present may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 6. Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting, if 2/3 of members of the Board consent thereto in writing, which may include fax or email, setting forth the action so taken, and the writing or writings are filed with the minutes of the proceedings. Such consent shall have the same force and effect as a unanimous vote of the Board.

Section 7. All new members of the Board of Directors shall participate in an orientation program familiarizing them with the goals and objectives of the Program and with their responsibilities.

ARTICLE 7 Committees

Section 1. This Program shall have at least four (4) standing committees, which shall be entitled Promotion, Design, Economic Vitality, and Organization. The Promotion, Design and Economic Vitality committees shall consist of not less than five (5) members each, and shall have as chairperson a member of the Board of Directors of the Program who shall be responsible for directing and coordinating the affairs of the committee. The Organization committee shall consist of not less than three (3) members, or be comprised of the Executive Officers of the Board. The chairperson shall be a member of the Board of Directors of the Program who shall be responsible for directing and coordinating the affairs of the committee. The terms of the committees shall be for one year commencing at the time of the annual meeting. A nominating committee will be appointed annually by the Board to aid in the selection of new officers for the organization.

Section 2. The Board of Directors, by resolution adopted by a majority of Directors in office, may designate or appoint one or more committees, in addition to the above-named standing committees, including, without limitation, an Executive Committee, each of which shall consist of one or more Directors, and which shall, to the extent provided in said resolution, have and exercise the authority of the Board of Directors in the management of the Program. Other committees not having and exercising the authority of the Board of Directors in the management of the Program may be designated and appointed by a resolution adopted by a majority of the

Directors appointed by a meeting at which a quorum is present. The designation and appointment of any such committees and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed upon them by law.

ARTICLE 8

Officers

Section 1. The officers of the Program shall be elected annually by the membership and shall consist of a President, a Vice-President, a Secretary, a Treasurer, and such other officers and assistant officers as may be deemed necessary.

Section 2. Except as hereinafter provided, the officers of the Program shall each have such powers and duties as generally pertains to their respective offices, as well as those that from time to time may be conferred by the membership or the Board of Directors.

- President. The President shall preside at all business meetings, but may at his or her discretion or at the suggestion of the Directors arrange for another officer to preside at other meetings. The President, shall perform such duties as are usually incumbent upon that officer and such as may be directed by resolution of the Board of Directors.
- Vice-President. The Vice-President shall have such duties and responsibilities as the President or Board of Directors may from time to time prescribe.
- Secretary. The Secretary shall record and maintain in good order Minutes of all meetings and all records and correspondence of the Program, and shall make copies of the Minutes of each membership meeting available to all members within 30 days from the conclusion of each meeting. The Secretary shall also have such other duties as may be assigned by the Board of Directors.
- Treasurer. The Treasurer shall maintain in good order all financial records of the Program. The Treasurer shall also have such other duties as may be assigned by the Board of Directors.
- Temporary Officers. In case of the absence or disability of any officer of the Program and of any person authorized to act in his or her place during such periods of absence or disability, the Board may from time to time delegate the powers and duties of such officer to any other officer or any other member.

ARTICLE 9

Executive Director

Section 1. The Executive Director of the Program shall manage the daily operations of the Program. The Executive Director shall be responsible for coordinating the implementation of the Program's policies and projects and such other duties as the Board of Directors may require. The Executive Director shall receive for his or her services such compensation as may be determined by the Board of Directors.

ARTICLE 10

Board of Advisors

Section 1. A Board of Advisors may be selected as needed and the terms of service will be determined at that time by the Board of Directors.

ARTICLE 11

Finances

Section 1. Except as the Board of Directors may generally or in particular cases authorize the execution thereof in some other matter, all checks, drafts, and other instruments for the payment of money and all instruments of transfer of securities shall be signed in the name and on behalf of the Program with a two signature process, including the Executive Director and/or any officer of the Board, except in the case of payroll, whereby the Executive Director may not sign their own payroll check.

Section 2. All funds of the Program shall be deposited upon receipt to the credit of the Program in such banks, trust companies or other depositories as the Board of Directors may select.

Section 3. The Board of Directors may accept on behalf of the Program any contributions, gift, bequest, or device for the general purposes or for any special purpose of the Program.

Section 4. Within 30 days of the election of the Board of Directors each year, the Board shall approve a Program budget for the fiscal year. The approved budget may be reviewed and revised periodically as deemed necessary by the Board.

Note 1: Districts may choose to enhance this section with reference to the Financial Policy.

Note 2: Districts may choose to enhance or supplement Section 3 with the Conflict of Interest Policy.

ARTICLE 12

General Provisions

Section 1. The fiscal year of the Program shall begin on the October 1st and end on September 30th of each year.

Section 2. Not later than three months after the close of each fiscal year, the Program shall prepare:

- A balance sheet and an annual profit & loss statement, showing in reasonable detail the financial condition of the Program at the close of the fiscal year;
- A statement of the source and application of funds showing the results of the operation of the Program during the fiscal year.

ARTICLE 13

Amendments

Section 1. The Board of Directors shall have the power to alter, amend or repeal the Code of Regulations or adopt new Code of Regulations by a two-thirds vote of the Directors present at any duly called meeting of the Board, provided that no such action shall be taken if it would in any way adversely affect the Program's qualifications under Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law.

ARTICLES OF INCORPORATION

INCORPORATING YOUR NONPROFIT ORGANIZATION IN FLORIDA

SAMPLE PURPOSE STATEMENTS

Sample 1:

The corporation is organized to operate exclusively for charitable and educational purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code, and more specifically:

- to promote the historic preservation, protection and use of {district}'s district area, including the areas' commercial, civic and religious enterprises and residences;
- to take remedial actions to anticipate, protect against and eliminate physical, economic and social deterioration of {district}'s traditional district area and thereby promote historic preservation, and contribute to its district betterment while lessening the burdens upon government;
- to disseminate information of and promote interest in the preservation, history, culture, architecture and diverse public use of {district}'s traditional public areas
- to hold meetings, seminars and other activities for the instruction of its members and of the public at large in such activities as the rehabilitation and design of residential and commercial buildings and other structures, the economic Vitality, planning, management and preservation of {district}'s traditional district environment, and to enhance the understanding and appreciation of its history, culture and architecture;
- to aid, work with and participate in the activities of the organizations, individuals and public and private entities located within and outside {district} that are engaged in similar purposes;
- to solicit and receive and administer funds from the general public and from public and government sources for educational purposes and for the several purposes of the corporation and to that end, to take and hold by bequest, devise, gift, lease, grant, purchase, or otherwise, either absolutely or jointly with another person or corporation, any property, real, personal, tangible or intangible, or any undivided interest therein, without limitation as to amount of value; to sell convey or otherwise dispose of any such property and to invest, reinvest or deal with the principal or the income thereof in such manner as, in the judgment of the corporation's directors, will best promote the purposes of the corporation without limitation, except such limitation, if any as may be contained in the instrument under which such property is received, the by laws of the corporation, or ant laws applicable thereto.
- to subsidize, promote, support and coordinate district-oriented educational and cultural activities that are open to the general public and which feature exhibitions of local, regional and nationally-recognized artisans, crafts persons and artists, including without limitation those who perform dramatic and musical arts in a public forum without a separate fee for admission.

- to achieve these purposes through a partnership whose participants represent the various interests and institutions of the district at large (for instance, the governments, churches, merchants, preservationists, schools, residents, professionals and historical and civic organizations of the district), who by consensus will develop strategies and programs to preserve the architectural significance, pedestrian orientation and regional importance of {district}

Sample 2:

- to serve a network of businesses, organizations, property owners and individuals advocating rejuvenation and revitalization of {district}'s traditional business districts and the historic resources in conjunction with, and not at the expense of other portions of the City for the good of {district} and its citizens;
- to promote the {district} and its environment as tourist destination and location for business growth and relocation;
- to fulfill objectives of the National Main Street Program, to-wit: Organization, Promotion, Design and Market Research;
- to serve as an advocate for cooperation and coordination among the various interests represented in its membership to accomplish these goals;
- to improve business conditions and environment within the {district} for all merchants, trades and professional service groups, particularly as related to the district area and they are immediately contiguous thereto;
- to do all things necessary and proper or otherwise permitted by law to implement these aforementioned purposes.
- Said corporation is organized exclusively for charitable and educational purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law);
- 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 Three hereof. No substantial part of the activities of the corporation shall be the carrying on of the propaganda, or otherwise attempting to influence legislation in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public affairs. Notwithstanding any other provision of these articles, the corporation shall not carry any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law.
- Upon the dissolution of the corporation, the Board of Trustees shall, after paying or making the provision for the payment of all of the liabilities of the corporation, dispose of all the assets of the corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, religious, educational or scientific

purposes as shall at the time qualify as an exempt organization or organizations under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Trustees shall determine. Any such assets not so disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

NON-PROFIT, TAX-EXEMPT, ORGANIZATIONAL CATEGORIES

	501(c)(3)	501(c)(4)	501(c)(6)
Purpose	Charitable or educational	Non-profit civic leagues and organizations promoting social welfare	Promotion of some common business interests
Comments	Must be both organized AND created 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 individual persons. Primarily membership organizations.
Political Activity Allowed?	May not direct a substantial part of its activities to attempting to influence legislation. No political contributions may be made.	May be involved in lobbying activities but cannot support candidacy of an individual candidate for public office.	Unlimited lobbying efforts, as long as activities are directed to promoting business interests of the organizations.
Exempt from Federal Tax?	Yes	Yes	Yes
Charitable Deductions Available to Donors?	Yes	No	No
Eligible for Foundation and Federal Grants?	Yes	Usually not	Usually not
Property Taxes Exemption?	Yes	Usually not	Usually not
Business Deductions Available to Donors?	Only as charitable deductions	No	Only portion of membership dues attributable to permissible lobbying activities, which have a direct interest to the member, are deductible.

PARLIAMENTARY PROCEDURE

<u>The Action</u>	<u>What You Say</u>	<u>Second Needed</u>	<u>Vote Needed</u>	<u>Comments</u>
Introducing	"I move that..."	Yes	Majority	Can be debated & amended.
Information Request	"Point of Information"	No	None	Cannot be debated.
Adjourn meeting	"I move that we adjourn"	Yes	Majority	Cannot be debated or amended.
End debate	"I move the previous question"	Yes	2/3	Cannot be debated or amended.
Postpone	"I move to postpone discussion until..."	Yes	Majority	Can be discussion debated or amended.
Make a motion	"I move that..."	Yes	Majority	Can be debated or amended.
Amend a motion	"I move to amend the motion by..."	Yes	Majority	Can be debated or amended.
Reintroduce a tabled issue	"I move to take from the table..."	Yes	Majority	Cannot be debated or amended.
Temporarily suspend rules	"I move to suspend the rules so that..."	Yes	2/3	Cannot be debated or amended.
Call for a break	"I move that we recess for..."	Yes	Majority	Can be debated or amended.
Send an item to Committee	"I move to refer the matter to committee"	Yes	Majority	Can be debated or amended.
Verify a voice vote	"I call for a division"	No	None	Cannot be debated or amended. Voters stand or raise hands for vote count.

HIRING AN EXECUTIVE DIRECTOR

HIRING AN EXECUTIVE DIRECTOR

The following information contains general guidelines for hiring an Executive Director and includes an outline of the selection process; sample interview and reference check questions, a job description and a job posting.

The most important skill an Executive Director brings to a local program is the ability to get along well with people. No matter how skilled a designer, promoter, developer or organizer the candidate is, he or she will not be successful without being able to develop a good rapport with district members.

The Selection Process:

1. Decide Who Will Hire the Executive Director, and How

Those involved in organizing the program should decide who will serve on the Executive Director Selection committee. The salary should be set and a contract determined. The contract should state the rate and method of pay, the work to be performed, benefits offered, the performance review system, vacation and sick leave policy. The contract should also specify the officer or organization to which the Executive Director is expected to report. Please keep in mind the Memorandum of Agreement with the City of Orlando requires the City's Main Street Administrator be involved in the hiring process.

2. Develop a Job Description and Posting

The local program will probably have greater needs in some areas than in others and the Executive Director's skills should reflect the strengths appropriate for the district. For instance, if the district has a planning or economic development office already compiling financial packages for developers, it may not be important to find an Executive Director with skills in real estate development. Instead, a director with skills in marketing, organization or design may be more appropriate. Assess the district's strengths and look for a director whose abilities will match its gaps in skills and resources.

See the sample job description and help-wanted advertisement included below.

3. Advertise

The local program should advertise locally. The local program should also advertise in statewide newspapers, state planning and preservation newsletters and in the career planning and placement offices of colleges with graduate programs in planning, administration, marketing, preservation or business. The Internet also provides avenues to advertise the Executive Director's position. The city's Main Street office is willing to assist in the advertising process.

4. Designate a Selection Committee

The Selection Committee should include representatives of the groups involved in the local program -- local government, merchants, property owners and others involved in the local program. If the district has already established its Advisory Board, a task force of this Board may be appropriate. Limit the Selection Committee to a manageable number -- no more than

five -- and consider appointing an odd number of Committee members to prevent against evenly split votes.

5. Screen Resumes

Eliminate unqualified resumes first -- those which do not fit criteria for education and/or experience.

Look for attractive, well-planned resumes. Is the cover letter articulate and without grammar and spelling errors? The Executive Director must be an effective communicator.

Select three to five candidates to interview. The candidate's chosen should be those that a majority of the committee feels are most qualified.

MAKE SURE TO CHECK REFERENCES BEFORE MAKING AN OFFER!

Sample Reference Check Questions:

- How long have you known the candidate, and how has your association with him/her enabled you to evaluate his/her skills and abilities?
- Has the candidate had a good working relationship with co-workers and supervisors?
- Can you give examples of how the candidate has demonstrated efficiency and persistence in accomplishing assignments or projects?
- Can you give examples of how the candidate has been innovative in his or her approach to resolving problems?
- Does the candidate prioritize projects well?
- We are seeking a district Executive Director with the following skills and talents:
 - The ability to get along well with a wide variety of people
 - Research and organizational skills
 - Ability to work with minimal supervision
 - Self motivation
 - Good sense of humor
- Do you think the candidate has strengths in these areas? Why?
- What are the candidate's greatest strengths and weaknesses?
- If the reference is a former employer: Would you hire them again?

6. Local vs. Out of Town Applicants

All other things being equal, it is usually preferable that the Executive Director comes from outside the district so that the program can get a fresh start with a fresh viewpoint. What is most important, however, is that the Committee makes every effort to find the best person for the position.

7. Set Interview Dates and Invite Candidates

Try to interview all applicants on the same day or on consecutive days so that differences between candidates will be clearer.

Applicants who live a long distance from the district should receive preliminary telephone interviews before being invited to the area. If, after this initial screening, the committee decides to invite the candidate for an interview, committee members should decide whether it could offer to reimburse the candidate for travel expenses for the interview.

Ask all applicants to bring along a writing sample - the Executive Director will need to write everything from press releases to annual reports, so be sure to get an Executive Director who can communicate well both verbally and in writing.

Agree on a set time limit for each interview -- thirty to forty-five minutes at the most -- and stick to it. Leave fifteen minutes between each interview to discuss each candidate's strengths and weaknesses.

8. Conduct the Interviews

Designate a spokesperson to begin each interview by briefly describing the program and the job. Remember, though, that the applicant should do more talking than the Committee.

Each member of the committee should ask questions of each candidate.

Be sure to ask similar questions of each applicant in order to make evaluation easier. See the list of sample interview questions below.

Be sure to tell each candidate the date by when a decision will be made.

Sample Interview Questions:

- A. Why do you want to be a Executive Director, and what special qualities do you feel you would bring to the position?
- B. What special work experience(s), either professional or voluntary, have you had which relates to this position?
- C. How would you go about organizing or strengthening a district business association?
- D. What is the most innovative project in which you have been involved?
- E. How would you convince skeptical merchants, property owners or city officials to participate in the program?
- F. What would be the characteristics of the relationship you would like to help forge between district business people, district property owners, the city government, the Chamber of Commerce and other district groups?
- G. Do you feel comfortable and competent speaking publicly and working in a position with high district visibility?
- H. Before hearing about this position, were you aware of the National Trust Main Street Center and the Main Street approach to district revitalization?
- I. The Executive Director must deal with a large number of people, from government officials to media representatives to merchants. Can you give examples from your experiences that demonstrate your ability to work productively with others?
- J. The success of a local program depends to a large extent on diligent efforts made over at least a three-year period of time. Do you feel you can commit several years to this position?

- K. Why are you interested in revitalization?
- L. This position will require occasional travel to other programs and other states, in addition to evening and weekend work. Do you have any problems with these demands?
- M. What are the most important issues you believe traditional commercial districts face today?
- N. Do you work best in an independent or in a group situation?
- O. How do you prioritize projects for yourself? How many projects do you feel comfortable working with at any given time?
- P. Of the four points of the Main Street approach design, organization, promotion and economic Vitality, with which do you feel most and least comfortable and competent?
- Q. If selected, how soon could you begin work?

Observations for Selection Committee Members:

Does the applicant listen and respond well to the questions asked?

Does the applicant make direct eye contact when responding?

Does the applicant ask clarifying questions when appropriate?

Does the applicant convey a sense of pride and accomplishment when speaking of past jobs and experiences?

Has the applicant prepared for the interview by doing research on the district? Does the applicant appear to be outgoing, pleasant and easy to speak with?

Does the applicant display a clear understanding of the ideas and issues involved in district economic development and provide examples of their application in past professional, volunteer or academic experiences?

Do you think you can work with this individual? Do you think your district will accept this individual easily?

Select a Candidate

At the conclusion of the interviews, rank the candidates. Choose a first and second choice so that the Selection Committee does not have to re-interview candidates if the first choice does not accept the position.

Decide who will check references, prior to making a job offer.

The Selection Committee chairperson should call the selected candidate with the job offer.

Immediately after a candidate is chosen (and after the candidate accepts the position), send out short letters thanking the other applicants for their interest in the program.

SAMPLE JOB POSTING FOR EXECUTIVE DIRECTOR

EXECUTIVE DIRECTOR

{Name of district or organization} is accepting applications for the position of Executive Director. The Executive Director will be responsible for coordinating revitalization activities through the program. Applicants should have education and/or professional experience in one or more of the following areas: historic preservation, planning, economic development, retailing, marketing, design, volunteer management, nonprofit management and small business development. The Executive Director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent environment. Excellent verbal and written communication skills are essential. The salary range is {specify range}, depending on experience. Submit resume, letter of interest, and three references by {date} to {name and address of Selection Committee contact person}.

EXECUTIVE DIRECTOR JOB DESCRIPTION

1. Work Objectives

The Executive Director coordinates activity within a district revitalization program that utilizes historic preservation as an integral foundation for core area economic development.

He/she is responsible for the development, conduct, execution and documentation of the program. The Executive Director is the principal on-site staff person responsible for coordinating all project activities locally as well as for representing the district regionally and nationally as appropriate. In addition, the Executive Director should help guide the organization as it grows and as its objectives evolve.

2. Full Range of Duties to be Performed

- a. Coordinate activity of program committees, ensuring that communication between committees is well established; assist committees with implementation of work plan items.
- b. Manage all administrative aspects of the program, including purchasing, record keeping, budget development and accounting, preparing all reports required by the city Orlando Main Streets, assisting with the preparation of reports to funding agencies and supervising part-time employees or consultants.
- c. Develop, in conjunction with the program's Board of Directors, strategies for district economic development through historic preservation utilizing the district's human and economic resources. Become familiar with all persons and groups directly or indirectly involved in the district commercial district. Mindful of the roles of various

district interest groups, assist the program's Board of Directors and committees in developing an annual action plan for implementing a district revitalization program focused on four areas: design/ historic preservation, promotion, organization/management and economic Vitality/development.

- d. Develop and conduct ongoing public awareness and education programs designed to enhance appreciation of the district's architecture and other assets and to foster an understanding of the program's goals and objectives. Through speaking, engagements, media interviews and appearances, keep the program highly visible in the district.
- e. Assist individual tenants or property owners with physical improvement projects through personal consultation or by obtaining and supervising professional design consultants; assist in locating appropriate contractors and materials; when possible, participate in construction supervision; provide advice and guidance on necessary financial mechanisms for physical improvements.
- f. Assess the management capacity of major district organizations and encourage improvements in the district's ability to undertake joint activities such as promotional events, advertising, uniform store hours, special events, business recruitment, parking management and so on. Provide advice and information on successful district management. Encourage a cooperative climate between district interests and local public officials.
- g. Advise district merchants' organizations and/or Chamber of Commerce retail committees on program activities and goals and assist 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 district; work closely with local media to ensure maximum event coverage; encourage design excellence in all aspects of promotion in order to advance an image of quality for the district.
- h. Help build strong and productive working relationships with appropriate public agencies at the local and state levels.
- i. Utilizing the program format, develop and maintain data systems to track the process and progress of the local program. 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. Represent the district at the local, state and national levels to important constituencies. Speak effectively on the program's directions and findings, at ways mindful of the need to improve state and national economic development policies as they relate to smaller programs.

3. Resource Management Responsibilities

The Executive Director supervises any necessary temporary or permanent employees, as well as professional consultants. He/she participates in personnel and project evaluations. The Executive Director maintains local program records and reports, establishes technical resource files and libraries and prepares regular reports for the city Orlando Main Streets. The Executive Director monitors the annual project budget and maintains Financial records in cooperation with the organization's Treasurer.

4. Job Knowledge and Skills Required

The Executive Director should have education and/or experience in one or more of the following areas: architecture, historic preservation, economics, finance, public relations, design, journalism, planning, business administration, public administration, retailing-, volunteer or nonprofit administration and/or small business development. The Executive Director must be sensitive to design and preservation issues. The director must understand the issues confronting district business people, property owners, public agencies and district organizations. The director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in a very 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 by the undersigned.

Representative of organization

Employee

Date

EXECUTIVE DIRECTOR ORIENTATION CHECKLIST

EXECUTIVE DIRECTOR ORIENTATION CHECKLIST

Before the Executive Director begins work, the program's Board of Directors should have taken care of the following:

1. Secured and furnished the Executive Director's office -- a side street, storefront or upper floor space is best. Furniture (desk, files, work table, chairs), a good stock of office supplies, a computer, a telephone, an answering machine should be installed (or cell phone w/permanent office number secured), and there should be access to the Internet and email accounts. It is best if the Executive Director has privacy -- not ACCESS to privacy, but his or her own office.
2. Set up and confirm access to photocopying and secretarial services, if applicable. The Board should decide in which stores to establish charge accounts (for instance, office supply stores and printing shops) and should have the desired accounts established.
3. The program's checking account and procedures for writing checks should be established. Most programs allow the Executive Director to write checks or use a debit card under an established limit.
4. Salary payment procedures and fringe benefits should be set up.
5. All old and current documents relating to the district, district plans, market studies, architectural studies or inventories, brochures and histories of the district should be gathered for the Executive Director.
6. Basic information on the local program, including a copy of the district's application for the program, should be compiled and given to the Executive Director.

After the Executive Director arrives, the Board should:

1. Review the budget and project accounting procedures and responsibilities.
2. Give the Executive Director thorough tours of the district.
3. Set up individual interviews for the Executive Director with all Board members and other key people in the district, including the District Commissioner.
4. Check with the Executive Director to make sure all office needs are met.
5. Hold a reception for the Executive Director.
6. Publicize the Executive Director's arrival. Send out press releases with a picture of the new Executive Director to all local media. If you hold a press conference, emphasize that the Executive Director is not an expert on district revitalization yet -- he or she will be going to training programs soon.
7. Set up regular coffee meetings with one or two relevant people for the first few months the Executive Director is on Board.

8. Give the Executive Director time to review existing materials about the district and the district; the Executive Director shouldn't begin new projects until after the training program is completed.

APPENDIX

CRITERIA FOR NATIONAL ACCREDITATION AS A MAIN STREET PROGRAM

1. Broad-based district support for the commercial district revitalization process with strong support from both the public and private sectors
2. Vision and mission statements relevant to district conditions and to the local Main Street program's organizational stage
3. Comprehensive Main Street work plan
4. Historic preservation ethic
5. Active board of directors and committees
6. Adequate operating budget
7. Paid professional staff
8. Program of on-going training for staff and volunteers
9. Reporting of key statistics to State Main Street Program
10. Current member of the National Main Street Network

If you are not able to meet all of these criteria, you can say you are using the National Main Street Approach to district revitalization. However, only programs evaluated by state programs, which meet the criteria above, may use the title of Main Street district.

WARNING SIGNS: WHY PROGRAMS GO INACTIVE

1. Four points and eight principles of Main Street disregarded
2. Lack of leadership rotation every three years
3. Wrong volunteers as leaders
4. Lack of strong leadership from the board of directors
5. Organization run by committees instead of the board of directors
6. Duplication of roles and activities of other local organizations—district perceives that efforts overlap
7. Lack of long-term planning for district
8. Poor relationship with other economic development entities
9. Unrealistic expectations of the Program-“Not a big fix or a quick fix”
10. Tackling large projects early in the program’s existence
11. Board unwillingness to raise funds
12. Staff-driven program
13. Frequent staff changes
14. Changes in the political climate
15. Poor handling of crises

SAMPLE FORMAT FOR BOARD MEETING AGENDA

BOARD OF DIRECTORS AGENDA

Date

*OUR MISSION: Our purpose is to foster the most diverse neighborhood
by stimulating business, creating a walkable community and
promoting our creative culture.*

BOARD MEMBER Attendance:

_____ Chair	_____ Secretary		
_____ Vice-Chair	_____ Treasurer		
_____ Chuck	_____ Jeff	_____ Joe	
_____ David	_____ Richard	_____ Eric	_____ Byron
_____ Executive Director			

- | | | |
|-------|--|---------|
| I. | Call to Order | Kathryn |
| II. | Establish Quorum | Kathryn |
| III. | Approve Minutes of January meeting | Kathryn |
| IV. | Committee Chair Reports | |
| | a. Promotions | Gib |
| | b. Economic Vitality | Jeff |
| | 1. March Business of Month | |
| | 2. April Business of Month | |
| | c. Design | Richard |
| | 1. Mills 50 Home Tour | |
| | 2. Picturing Mills 50 | |
| | d. Organization | Wendy |
| V. | Treasurer's Report | Mike |
| VI. | Executive Director's Report | Joanne |
| VII. | Old Business | |
| | a. Love Fest | |
| | b. Dragon Parade | |
| VIII. | New Business | |
| | a. St Patty's Day Pub Crawl – volunteer shifts are filled | |
| | b. Madcap – Volunteer shifts need to be filled; raffle items solicited | |
| IX. | Open Floor | |
| X. | Adjourn | |

IMPORTANT DATES:

Friday, March 17 – St. Patty's Day Pub Crawl

Saturday, April 1 – Mills 50 Madcap

Thursday, July 27 – Main Street Awards

BOARD OF DIRECTORS NOMINATION FORM

TO THE NOMINATING COMMITTEE:

I hereby propose that _____,
who has my full and unqualified endorsement, be nominated to the Board of Directors.

Signature of Nominator

Date

Preliminary information:

Type or print nominee's name _____

Residence _____ Phone _____

Business _____ Phone _____

Nature of business _____

Nominee's Membership in district and other organizations:

<u>Organization</u>	<u>Dates</u>	<u>Activities</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Brief biography:

Specific qualifications for Board of Directors:

SAMPLE ANNUAL OPERATING BUDGET ITEMS

Estimated Revenues

Item

REVENUES:

Membership Fees	_____	
City Contributions	_____	
Donations	_____	
Program Revenues	_____	
Grants	_____	
Special Improvement District	_____	
Other Income	_____	
Interest Income	_____	
TOTAL ALL REVENUES:	_____	\$ =====

Estimated Expenses

PAYROLL EXPENSES:

Payroll		
Executive Director	_____	
Administrative Assistant	_____	
Interns / Secretarial	_____	
<i>Subtotal Payroll</i>	_____	_____
Payroll Taxes / Fringe Benefits	_____	
Health/Life Insurance	_____	
<i>Subtotal Tax/Fringe</i>	_____	_____
Total All Payroll/Fringe	_____	\$ =====

OPERATING EXPENSES:

Rent	_____	
Utilities	_____	
Telephone	_____	
Office Insurance	_____	
Travel	_____	
Conference(s) Registration(s)	_____	
Publications / Newsletter	_____	
Office Equipment / Furniture	_____	
Maintenance Contracts	_____	
Postage and Delivery	_____	
Office Supplies	_____	
Professional Development	_____	
Training Materials	_____	
General Printing	_____	
Promotion & Advertising	_____	
Depreciation	_____	
Dues	_____	
Other Miscellaneous	_____	
Subtotal Operating Expenses:	_____	_____
TOTAL ALL EXPENSES:	_____	\$ =====

“WELCOME” PACKET CHECKLIST FOR NEW BUSINESSES/MEMBERS

- ___ Cover letter from the board president welcoming them to the district
- ___ Stat sheet about organization, its purpose and goals (this sheet may also include information on how the program is funded, a copy of the budget, how they can get involved, etc.)
- ___ List of current board members
- ___ Membership brochure
- ___ District business directory
- ___ Latest newsletter
- ___ Annual report or list of accomplishments
- ___ Promotions calendar
- ___ New business info/news release form. These are “fill in the blank” forms that are used by the local newspaper to do a brief story about the new business. If your paper doesn’t have one of these forms already in existence, you may wish to work with them to create one.
- ___ Other important information businesses may need to know about—special ordinances, classes for new businesses, morning merchant meetings, etc.

Board Member Acknowledgement

I _____ acknowledge that I have received and read the
Orlando Main Streets Board Member Handbook.

Signed _____

Date _____

Pauline D. Eaton, CMSM
Business Development Division

City Hall 400 S. Orange Ave, 6th Floor P.O. Box 4990 Orlando, FL 32802-4990
p:407.246.3259 f:407.246.3359
Pauline.Eaton@orlando.gov
www.cityoforlando.net