



Main Street Director's Roles and Responsibilities Plan of Work

Main Street Director's Role – The Main Street Director is charged with the day-to-day operations of the local Main Street program and in assisting the Main Street board and committee with the implementation of the Downtown Economic Development Implementation plan, used to transform downtown.

Implementation Strategy: Using National Main Street Center's Transformation Strategies and Four-Point Approach® Implementation which includes: organization, promotion, design and economic vitality, this document is a template of the work that the local Main Street director may do. The Main Street Director's plan of work will need to be adjusted for each town based on the specific resources and volunteers that exist and are engaged in the program.

ORGANIZATION	PROMOTION	DESIGN	ECONOMIC VITALITY
<p>Planning for Downtown</p> <ul style="list-style-type: none"> • If a new director or have never attended: Attend the NC Main Street & Rural Planning Center Basic Training for Organization. This is a requirement for NEW Directors. • Maintain and periodically draft updated planning documents that include economic drivers, vision, mission, community asset mapping, etc. • Facilitate the development of and manage the implementation of an annual downtown economic development implementation plan. • Develop an annual list of stakeholders and partners that can assist with MS program. • Develop a budget plan that aligns with the economic development plan and the general operations of the MS organization. • Identify most stable sources of income for organizational operations and research tools to further stabilize and develop the budget. <p>Managing the Main Street Program</p> <ul style="list-style-type: none"> • Train new board and committee members at the start of new fiscal year. • Draft, establish and manage best practices for the local MS 	<ul style="list-style-type: none"> • If a new director or have never attended: Attend the NC Main Street & Rural Planning Center Basic Training for Promotion. This is a requirement for NEW Directors. • Conduct or facilitate annual basic Promotion Training for Promotion Committee members and new Board members. • Using the created data base (see organization under Managing the Main Street program) update as needed the downtown businesses and identify common threads for promotion opportunities. <p>Image Building Campaigns</p> <ul style="list-style-type: none"> • Develop policies around use of MS logo and slogans, etc. • Insure consistency of the downtown and MS brand. • Measure the impact of coordinated image building campaigns. • Assist the board and committee with the implementation of image building campaigns. • Coordinate the purchase, distribution and/or sale of MS collateral materials that reinforce the brand (t-shirts, mugs, etc.) as needed. <p>Retail Sales Activities</p> <ul style="list-style-type: none"> • Build a relationship with each retailer 	<ul style="list-style-type: none"> • If a new director or have never attended: Attend the NC Main Street & Rural Planning Center Basic Training for Design. This is a requirement for NEW Directors. • Facilitate the development of getting/maintaining downtown listed on the National Register of Historic Places. Make sure the NCMS Center has a copy of the listing. *Note: research may need to be done to determine if a downtown is eligible for a National Register District. This will require coordination with your State Historic Preservation Office. • Take detailed before, during and after photographs or each improvement made to downtown property. • Solicit, obtain and maintain a resource database of historic photographs of downtown. • Maintain a photographic and written records database of each downtown property. • Spend time touring/getting to know each building in downtown, including upper floors and basements. • Conduct and maintain a count on each element of design, i.e. – number of street trees, number of parking spaces, buildings, etc. • Assist property and business owners 	<ul style="list-style-type: none"> • If a new director or have never attended: Attend the NC Main Street & Rural Planning Center Basic Training for Economic Vitality: This is a requirement for NEW Directors. • Conduct or facilitate annual basic Economic Vitality Training for EV Committee members and new Board members. <p>Understand Current Economic Conditions</p> <ul style="list-style-type: none"> • **For all of the below in this section: check with the NCMS&RP Center staff regarding existing templates and resources for obtaining information. • Obtain and maintain maps of the downtown district, including maps of downtown national or local historic districts. • Obtain and manage data on tax values of each property. Obtain and manage a database of every parking space. • Develop and maintain a building and business inventory. Obtain and maintain a database of the number of employees in each business. • Obtain and manage a database of all downtown residents. • Obtain and maintain demographic information for downtown. • Conduct annual downtown user and downtown business surveys.

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<p>organization. Use the NC Main Street Annual Assessment as a guide for establishing Best Practices.</p> <ul style="list-style-type: none"> • Write drafts, manage, update and file, as needed, all nonprofit paperwork and documentation, including bylaws, solicitation license, annual insurance agreements including Director and Officers Liability Insurance, special event insurance renewal, ASCAP & BMI License renewal, board policies including conflict of interest policy, etc. use the NC Main Street Manage Organizational Checklist as a guide. • Manage all documentation regarding board and volunteer terms and insure board operates program in accordance to bylaws, etc. • Type and maintain minutes of the MS board of directors. • Maintain the MS organization's calendar of meetings and provide public notice as necessary, in keeping with the nonprofit status and any contracts for service. • Develop forms, agendas and other materials as needed to assist the board and committee chairs in managing volunteers and tracking volunteer hours. • Write a Director's Monthly Activity Report and present to the Board of Directors at their monthly meeting. • Manage MS staff and conduct staff evaluations as needed. • Develop and maintain a comprehensive downtown database for quick and efficient communication to all downtown property owners, business owners, and stakeholders, etc. • Create a repository for downtown 	<p>and brainstorm ideas for growing their business.</p> <ul style="list-style-type: none"> • Assist the board and committee with the implementation of retail sales efforts. • Maintain a record or all retail sales efforts and materials coordinated by the MS organization. • Create or obtain a tool to evaluate and measure the impact of coordinated retail sales activities. <p>Special Events</p> <ul style="list-style-type: none"> • Maintain a calendar of all special events in town to help identify opportunities and to avoid conflicts. • Assist the board and committee with the implementation of special events. • Maintain a record or all special events and their materials coordinated by the MS organization. • Create or obtain tool to evaluate and measure the impact of coordinated special events. <p>Marketing</p> <ul style="list-style-type: none"> • Maintain a record or all marketing efforts and their materials coordinated by the MS organization. • Measure the impact of coordinated marketing efforts. • Maintain all records of the local MS initiatives. 	<p>with design services through the NCMS Center's Designers.</p> <ul style="list-style-type: none"> • Conduct or facilitate annual Design training for Design Committee members and new Board Members. • Know and understand the Secretary of Interiors Standards and Guidelines as well as review these with the committee. <p>https://www.nps.gov/tps/standards/treatment-guidelines-2017.pdf</p> <p>Building Improvements</p> <ul style="list-style-type: none"> • Maintain and update as needed, records and pictures of all improvements made to downtown buildings. • Assist property owners in writing historic tax credit applications. • Maintain all records to manage local grant programs for property improvements, such as façade grants, and draft grant agreements and manage implementation as needed. • Develop and maintain a database of contractors and consultants that can help make improvements. • Assist owners in obtaining contractor quotes as needed to facilitate improvements. <p>Displays</p> <ul style="list-style-type: none"> • Coordinate window displays in vacant storefronts to activate the storefront and downtown, including drafting liability releases as needed. <p>Streetscape/Public Art</p> <ul style="list-style-type: none"> • Research approaches to streetscape/public art and funding. • Write policies and RFP/RFQ's as needed to solicit design professionals. 	<ul style="list-style-type: none"> • Obtain, analyze and maintain market data and convert it to a market snapshot. This should be done every five years or before if there has been a major change within the downtown community that could impact the data either positively or negatively. <p>Strengthen Existing Businesses</p> <ul style="list-style-type: none"> • Identify and assist owners with business resources. • Provide weekly "feet on the street" to build a relationship with downtown ownership. <p>Find New Economic Uses</p> <ul style="list-style-type: none"> • Research and brainstorm potential new uses that support local economic development strategies. • Assist the board and committee in retention, expansion and recruitment of businesses. <p>Develop Financial Incentives & Capital for Building Rehabilitations & Business Development</p> <ul style="list-style-type: none"> • Research and propose incentive programs as needed that support local economic development strategies. <p>Monitor the Economic Performance of Downtown</p> <ul style="list-style-type: none"> • Gather and maintain statistical data every year. • Maintain all records of the local MS initiatives.
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<p>data by collecting, and maintaining all previous and any current studies and data on downtown.</p> <ul style="list-style-type: none"> • File all NC MS Center reports by the deadlines. • Maintain membership to the National MS Center and partner agencies as needed. *Please note: not renewing membership to the National MS Center will cause your program to become inactive. Once inactive your program will have to re-apply to the NC MS&RP Center. • Manage the books of the organization through QuickBooks or other appropriate accounting program as needed. • Facilitate audits as needed. • Complete 990's or facilitate the completion of 990's and make sure they are filed by the deadline. • Be aware of all deadlines for public and private grants and tax dollars, complete appropriate paperwork to solicit funding as needed. • Create a system for maintaining and backing up all files and documents monthly at minimum. <p>Promoting the Main Street Program</p> <ul style="list-style-type: none"> • Develop, maintain, implement and update a Communications Plan, including but not limited to, press releases, annual reports, annual meetings, newsletters, etc. • Write and submit MS Awards and MS Champions nominations & any other recognition for local MS efforts by the deadlines. • Develop and maintain a scrapbook or record of all Main Street publicity. • Coordinate an annual meeting to 		<ul style="list-style-type: none"> • Write and manage grants as needed to implement streetscape/public art improvements. • Conduct bi-annual downtown "walk-about" with committee members to assess and evaluate conditions of downtown public spaces and determine priority list for improvements. Report to Public Works Director any immediate safety issues. <p>Signage</p> <ul style="list-style-type: none"> • Work with city planning and zoning to write policies and RFP/RFQ's as needed to solicit design professionals for signage. • Write and manage grants as needed to implement signage improvements. <p>Open Space/Parking</p> <ul style="list-style-type: none"> • Develop and conduct surveys of open space/parking to become the "eyes on the street" and clean/safe ambassador for the city/town. • Maintain all records of the local MS initiatives. 	
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<p>present your program's annual statistics, plan of work, introduce new board/committee members.</p> <ul style="list-style-type: none">• Coordinate a local MS awards program to acknowledge downtown successes. This could be done in association with the annual meeting.• Develop and maintain a local MS program presentation for a speaker's bureau.• Develop, maintain and regularly update the MS organization's website and social media platforms.• Maintain all records of the local MS initiatives.			
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