



**PROGRAM DESIGN
RECOMMENDATIONS
FOR AN
ALABAMA MAIN STREET
PROGRAM**

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TABLE OF CONTENTS

Introduction.....	1
Acknowledgements.....	2
Executive Summary	5
Recommendations for Alabama Main Street.....	7
Reestablish Alabama Main Street Coordinating Program	7
Structure Three Categories of Services for Local Communities	10
Establish a Realistic Budget to Deliver a Successful Program.....	13
Identify Sustainable Sources of Funding	15
Build Partnerships.....	18
Timeline for Implementation	23
Appendix.....	25

§I. INTRODUCTION

This report contains the final recommendations on how to structure an Alabama Main Street program. These recommendations were made by a team of Main Street commercial revitalization professionals assembled by the National Trust Main Street Center. This project, which included two site visits and three reports, was prepared for and funded by the Alabama Historical Commission.

During the first trip, all team members participated in focus groups in Athens, Atmore, Birmingham, Gadsden, and Montgomery in addition to meeting with the Alabama Main Street Steering Committee, a group of possible partners, and leaders of the Main Street Birmingham program. During a follow-up trip, two team members met with key partners and potential funders to determine the level of support for Alabama Main Street.

Two reports were prepared prior to this one: a summary of the information gathered from the focus group meetings and a set of profiles of all the Main Street Coordinating Program Partners in the southeast. Both reports can be downloaded from the Alabama Historical Commission's website (www.preserveala.org/mainstreetprogram).

The team, which was structured specifically for this project, included:

Alice Bowsher is an independent consultant who brings 30 years of familiarity with issues Alabama communities face in preserving their historic places and addressing economic growth, as well as skills in organizational development, strategic planning, and fund raising. She was the Alabama Advisor to the National Trust for Historic Preservation for nine years, and continues as Advisor Emerita. She is a native of Birmingham, with a B.A. degree from Hollins University and a Master of Historic Preservation/Architectural History from the University of Virginia.

Beverly T. Meng is an independent consultant who formerly was the executive director of the Mississippi Main Street Association. Under her tenure, the Mississippi Main Street Program was consistently recognized as one of the top programs in the nation, and was the first Main Street Coordinating Program partner to reach over a billion dollars of reinvestment in local Main Street programs. Ms. Meng is an Advisor Emerita to the National Trust for Historic Preservation after serving for nine years on the Board of Advisors and chairing the Southern Region Board of Advisors. Ms. Meng was the first state coordinator of a Main Street program to serve on the Board of Directors of the National Trust, representing all the Main Street coordinating partners. She currently lives in South Carolina.

Elise Tinsley is a program officer with the National Trust Main Street Center. She previously worked with the Baltimore Main Streets program, the Main Street coordinating program partner for the City of Baltimore.

Lauren Adkins is the assistant director for Field Services at the National Trust Main Street Center, where she has been a staff member since 1991. Prior to joining the National Trust Main Street Center, Ms. Adkins was a Main Street manager for two local programs. She was the team leader.

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§II. EXECUTIVE SUMMARY

A state Main Street program has a role in a successful economic development strategy for Alabama. If launched with the resources to deliver results, Alabama Main Street will help expand and diversify the state's economic base; will strengthen competitiveness for tourism and retirement dollars; and will promote community values, resource conservation, and self-sufficiency.

Collectively, Alabama's small towns have the economic potential of several large industries. Many towns can be tourism, retirement, and recreational destinations. Filling their empty downtown buildings with businesses would amount to recruiting several major enterprises to the state. What's more, other states have proven that a strong Main Street town is an effective differentiation in the final stages of recruiting outside industry.

Even in a tough economy, reestablishing a state Main Street program makes sense. Mississippi makes a compelling case for Main Street as a cost-effective investment that produces new jobs and new businesses:

- In Mississippi, Main Street has leveraged well over \$2 billion in private investment and \$353 million in local public investment over 25 years.
- Mississippi Main Street has created 22,000 jobs, at a cost to the state of \$200/job.
- Every \$1 invested by the state of Mississippi has leveraged more than \$550 in private and local public investment.
- The average cost per business created in a Mississippi Main Street district is \$1,000.

Main Street works because it is a day-in, day-out, on-the-ground implementation program with a bias for results. It uses a time-tested structure and methodology to deliver tools and training that enable communities to be successful. Mississippi's statistics validate this approach.

The consulting team recommends:

- A private nonprofit modeled after the Mississippi Main Street Association, with state government funding (under contract for revitalization services), supplemented by federal, corporate, and foundation grants.
- A three-year start-up period with committed core funding for a \$400,000 annual budget.
- A staff of three providing intensive on-site training and technical assistance to participating communities, plus some services provided by contractors and partners.
- Active partnering with existing organizations working to strengthen Alabama communities.

- Year 1 focused on getting existing Main Street communities performing at top level and telling their stories (backed by statistics) to legislators, corporate supporters, agencies, partners, and potential partners in order to build momentum and support.
- A competitive selection process for new Main Street communities, which will begin operation in Year 2.
- Results measured and reported regularly, including new jobs created, new businesses started, and private and local public dollars invested. These statistics will demonstrate the value of the program and return on investment.
- The program's results are expected to merit continued support after the first three years, and to attract additional funding.
- A "network" level of membership with a lower level of services for communities that are not ready for full Main Street responsibilities.
- Kick off the program in 2010, for Tourism's "The Year of Small Towns and Downtowns."

§ III. RECOMMENDATIONS FOR ALABAMA MAIN STREET

RECOMMENDATION #1: REESTABLISH A COORDINATING PROGRAM.

An Alabama Main Street Coordinating Program should be reestablished to be a partner of the National Trust for Historic Preservation and to work with existing programs aimed at strengthening Alabama communities.

The consulting team found a strong desire throughout the state for a state-coordinated Main Street program. Five community focus groups drew large numbers of people who want to restore the economic vitality of their communities and are eager for help. They were very interested in the successful outcomes of the Mississippi Main Street program (i.e., leveraged more than \$2 billion in private investment and \$353 million in local public investment; created 22,000 jobs, at a cost to the state of \$200 a job; an investment ratio of \$550 in private and local public investment for every \$1 invested by the state of Mississippi; average cost per business created is \$1,000).

At the same time, the consulting team found that many people have a limited understanding of how the nationally successful Main Street program works. Some are looking for a quick fix that they can incorporate into existing efforts. Some want Main Street results without undertaking the structure and methodology that make Main Street effective—not fully understanding that the results come from being process-driven rather than project-driven; from being rooted in strong volunteer leadership and principles of self-help, with a paid manager whose primary responsibility is Main Street; and from ongoing implementation that is comprehensive, incremental, long-term, and hands-on.

We also found strong expressions of support for a results-driven Main Street program from members of the Main Street Steering Committee and the Main Street Partners, which represent programs and agencies whose interests align with the goals of a Main Street program. The consulting team met with the committees as focus groups and with many individual members of the committees. Representatives include: leaders of state agencies involved in economic development, tourism, and historic preservation; a state representative; leaders of the Economic Development Association of Alabama and the Alabama League of Municipalities; representatives of Alabama Power Company and Tennessee Valley Authority who are involved in community development; several mayors; representatives of Auburn and Tuskegee university architecture programs, the Alabama Council of the American Institute of Architects, the Alabama Chapter of the American Planning Association, the University of Alabama Center for Economic Development, Auburn University Urban Studio, Your Town Alabama, Regional Planning Commission of Greater Birmingham, Economic & Community Development Institute of Auburn University & Alabama Cooperative Extension System, Alabama Historical Commission, and Main Street Birmingham; and the former manager of Alex City Main Street.

The program should be housed in a private nonprofit organization modeled after the successful Mississippi Main Street Association.

Like Mississippi, the Alabama nonprofit organization could work under contract to state funding agency(ies) to deliver small town/downtown economic development services. The benefits of being a private nonprofit program as opposed to within a government agency are that it can maximize its effectiveness by being more entrepreneurial, by being less subject to political pressures and volatility, and by being able embrace a variety of disciplines without institutional restrictions—and still be accountable to the state for results creating jobs and new businesses.

A 501 (c) 3 organization should be formed with a board of directors that will garner respect across the state. The board should have stature with all sectors with which Main Street must collaborate (including economic development, tourism, historic preservation, community public health, and conservation and the environment), as well as with public officials and the general public.

The program should have a staff of three, supplemented by design services provided under contract.

So that Alabama Main Street can begin to deliver value immediately, it is recommended that the staff have prior experience with successful Main Street programs and have particular expertise in economic development and organizational development, the two areas in which communities across the state expressed the greatest need. The following description outlines the recommended staffing.

1. One Full-Time State Coordinator

- Experienced in the Main Street Four-Point Approach® (organization, economic restructuring, promotion, design), with either the State Coordinator or the Field Rep having advanced technical expertise in economic restructuring or organizational development, and technical expertise in the remaining points.
- Preferably experienced in working with a Main Street Coordinating Program Partner (a state Main Street program) and running an organization.
- Able to spend 50 percent of time working in the field with local Main Street communities.
- Can motivate people to create effective local programs.
- Can work effectively with partners statewide, including elected officials, to build support for Main Street.
- Well-connected to economic development and other state and national resources.

The National Trust Main Street Center's sample job description for a state coordinator is in the appendix.

2. One Full-Time Field Rep

- Experienced in the Main Street Four-Point Approach® (organization, economic restructuring, promotion, design), with either the State Coordinator or the Field Rep

having advanced technical expertise in economic restructuring or organizational development, and technical expertise in the remaining points.

- Able to spend at least 50 percent of time working in the field with local Main Street communities.

3. One Full-Time Office Manager/Program Associate

- Runs the office.
- Able to handle general inquiries, to send out appropriate materials, and to answer questions from local programs when other staff is not available.
- Schedules and handles logistics for training, annual meeting, etc.
- Good technology skills, including monitoring collection of statistics from local Main Street communities and keeping track of the budget.
- Produces newsletters/e-blasts, press releases, and other communications, and maintains the website.

4. Design services provided under contract

- During Year 1, when the program focus is on getting existing Main Street programs performing at top level and moving toward national accreditation, hire an outside contractor experienced in Main Street® design assistance to provide training to local managers and design committees. This should include training in various locations and at varying levels of expertise (basic, intermediate, advanced), as feasible. Also look at contracting with someone experienced providing façade renderings to Alabama Main Street communities to deliver one site visit and façade rendering to each community.
- Beginning in Year 2, contract with up to two architects (one for north Alabama and one for south Alabama) to provide design services to local Main Street communities. Services include concepts for storefront restoration, with a rough sense of the cost; consultation about general feasibility of façade and building rehabs; and concepts for signage and general window displays. If construction documents are needed, the building owner would contract for those separately.
- If the contractor is an architectural firm rather than an individual, the services are to be consistently provided by one designated individual, in order to have someone readily familiar with the Main Street communities served, to promote continuity of services, and to promote strong working relationships between the provider and the local Main Street program leaders.
- The service provider must be well-grounded in historic preservation (including the Secretary of the Interior's Standards) and in the Main Street Four Point Approach® and have a practical understanding of small business owner/property owner design needs and budget concerns.

- Service provider must be able to provide timely responses to requests. (If there is a baseline of familiarity, information can be communicated digitally to expedite responses.)
- The contract would be reviewed and renewed annually.
- For other Main Street design services such as design committee training, Photoshop for Main Street training, new manager training on design, Main Street Design 101, planning assessments, community planning charrette, visual merchandising, retail interior design, streetscape improvements, etc., it is generally expected that designers with specific expertise would be brought in for consultation or hired for a given job. For more general conceptual planning as a component in Main Street Vision planning or in a Resource Team visit, there is potential to build on or collaborate with the Small Town Design Initiative, which generates a conceptual plan for a community's future, based on its assets, working with community leaders.

Strive for national coordinating program recognition.

The National Trust Main Street Center will recognize the Alabama Main Street program as a Main Street Coordinating Program Partner when the Alabama program can sign an annual licensing agreement with the National Trust for Historic Preservation. *A draft of the agreement (which is still in development) is in the appendix; a final version is forthcoming.*

RECOMMENDATION #2: STRUCTURE THREE CATEGORIES OF SERVICES FOR LOCAL COMMUNITIES.

Category One: Existing Communities. The emphasis for Year 1 (2010) should be on getting existing Main Street communities performing at top level, moving toward gaining national accreditation, and telling their stories (backed by statistics) to legislators, corporate supporters, agencies, partners, and potential partners, in order to build momentum and support. Existing programs should complete a Community Self-Assessment (described below), in order to provide consistent baseline data for each Main Street community.

The following services will guide the Year 1 effort for existing communities:

- **Quarterly Meetings for Main Street Managers.** Each quarterly meeting lasts two days and includes: (1) a training component, such as someone from the University of Alabama Center for Economic Development or Economic & Community Development Institute (Auburn University & Alabama Cooperative Extension System) teaching skills related to identified Main Street manager needs; and (2) a roundtable on a specific topic, such as effective fund-raising ideas at one meeting, worst promotion experiences at another meeting (having a specific topic keeps the conversation focused). The meetings would be held in different locations around the state, which helps spread the demands of travel, lets managers learn from seeing other Main Street communities, and provides opportunities to expand their connections with other community leaders playing a role in Main Street successes.

One of the first meetings should go over the information required for the Community Self-Assessment (see below) and provide guidance and assistance. Completing the Self-Assessment will help prepare existing communities to strengthen their programs and build momentum toward achieving revitalization results and national accreditation.

- **Community Self-Assessment.** Each existing Main Street program is invited to complete a Community Self-Assessment. For items that are incomplete or unavailable, the local program can project a completion date and request assistance if needed. The self-assessment package should also include a signed Memorandum of Agreement to participate in the Alabama Main Street program for the coming year. Community Self-Assessment items include:
 - Current mission and vision statements.
 - Current annual work plan.
 - Current annual budget, showing revenue sources and expenditures.
 - Minutes of board and committee meetings for the past year.
 - Completed baseline data form with information on population, net jobs gained/lost, net new businesses gained/lost, number of rehab projects, value of private investment, value of public improvements, etc.
 - Specific training needs and resource needs (e.g., need an inventory/database on buildings and businesses within the designated Main Street district)—in priority order, no more than three.

Existing Main Street communities have the option to participate in Alabama Main Street as a Small Town/Downtown Network member with reduced services rather than at the designated Main Street level, if they choose. The Small Town/Downtown Network is described later in this document.

- **Two-day Basic Training on the Main Street Four-Point Approach®.** Training in the Main Street Four-Point Approach® is essential for successful programs. The National Trust Main Street Center’s basic training requires four hours of training on each of the four points each year for managers and board leaders. It is preferred that in the initial years this training would take place within the community, so as to be readily accessible to board members and volunteers.

At the Alabama Preservation Conference on October 8-10, 2009, an overview of the four points will be offered along with in-depth workshops.

During January and February 2010, the Alabama Main Street staff will provide each community that has a signed Memorandum of Agreement a Two-day Orientation and Basic Training on the Main Street Four-Point Approach®. This on-site training is for the local Main Street board, committee members, and volunteers, as well as the interested public. At the conclusion of this Orientation and Basic Training, the

Alabama Main Street staff will recommend as a next step either: (1) a Facilitated Visioning & Work Plan Workshop (recommended for communities that want greater clarity and engagement related to mission, vision, and work plan and/or have one or more committees that need assistance in formulating goals and work plans); or (2) a Program Assessment Visit (recommended for communities that have a good working organizational structure and want to focus on more specific technical needs), both to be scheduled during March or April.

- **Facilitated Visioning & Work Plan Workshop.** A facilitator helps the community articulate a shared consensus about its future for the next five years (an evening, town meeting format). The visioning session is followed by a one-day workshop with all four committees to develop the annual work plan, which will guide them in achieving the community's five-year vision, one year at a time. Each committee develops up to five simple goals or individual projects that help put the vision into action, plus specific steps, persons responsible, resources required, and timelines to accomplish them. Concludes with a presentation to the full board. (Some Main Street communities may need this facilitation in developing work plans for the first few years.)
- **Two-day Program Assessment Team.** A two- or three-person Assessment Team led by Alabama Main Street staff will spend two days in the community to take stock of how the program is doing, guided by its current work plan. Includes meetings with members of the board and the four committees, as well as a broad range of citizens and officials. The team identifies where the community is on target and where it needs to stretch to meet state Main Street designation criteria. It then determines technical assistance needs and makes recommendations to strengthen the program and seize any unrecognized opportunities. This is followed at a later date by a Resource Team assembled to respond to some of the specific needs identified, to help take the community to the next level of success. Sometimes this focuses on a particular area of expertise; sometimes it includes a planning charrette built around the four points, addressing both programmatic and planning issues in the community. The key to success remains the follow up and implementation.
- **Design Services and Training.** Each existing Main Street community with a signed Memorandum of Agreement will receive one site visit and façade rendering during Year 1. In the spring there will be design services workshops at the basic and intermediate levels, for managers and local design committees.
- **Annual Designation/ Assessment.** This annual assessment is conducted at the end of the year to determine if the community retains its Alabama Main Street designation, meets the requirements for National Main Street accreditation, or becomes a Small Town/Downtown Network member (October or November 2010). *Requirements for state designation and national accreditation are in the appendix.*

Category Two: New Communities. We recommend that the application process for designating new Main Street communities begins during Year 1. The process starts with an application workshop, possibly in May or June 2010, with completed applications due September or October, followed by final presentations and selection before the end of November. Applicant communities that have completed the ACE program, that have a substantial number of leaders who have attended a Your Town Workshop, or that have an assets-based plan prepared by Auburn University's Small Town Design Initiative would qualify for extra points in the selection process. New programs designated would actually get under way at the beginning of Year 2 (2011). *The selection process and initial training as well as services are described more fully in "Training & Services: New Main Street Communities: Alabama Main Street" in the appendix.* It is strongly recommended that Alabama Main Street designate no more than three new programs in its first year in order to be able to fully service the new programs' training needs, while providing intensive assistance to the existing programs working toward national accreditation. The National Trust Main Street Center recommends no more than five to 10 communities per staff person.

Category Three: Small Town/Downtown Network Services. We recommend creating a Small Town/Downtown Network designation for communities interested in improving the economic vitality of their downtowns but not meeting the full criteria for state designation as a Main Street community. During Year 1, only existing Main Street communities that choose to participate at this level would be eligible to do so. For new communities to be designated at the network level, the application process would begin in Year 1, with a less demanding application process than for an official Main Street. Attendance at an application workshop would still be required. Designation in this category could be a preliminary step to subsequent designation as an official Main Street community or it could be a permanent status. Communities in this category could attend all the quarterly training and basic training sessions offered to Main Street communities, but would not be designated as official Main Street communities and not be authorized to use the Main Street name. It is strongly recommended that Alabama Main Street designate no more than five new programs at the network level in its first year in order to be able to fully service the training needs for which it is responsible. Mississippi has been revising its own similar program (known as the Mississippi Downtown Network) and it would be a useful model. *Information about the Mississippi Downtown Network is in the appendix.*

RECOMMENDATION #3: ESTABLISH A REALISTIC BUDGET TO DELIVER A SUCCESSFUL PROGRAM.

The average budget for all Main Street Coordinating Program partners is \$508,224, with an average staff size of 3.09 full-time and 1.64 part-time staff serving an average of 30.11 local Main Street programs.

Identify expenses to deliver a successful program.

On the following page is a budget itemizing the anticipated costs of setting up and operating an effective Alabama Main Street program during its first two years.

Item	Cost Year 1	Year 2
Salaries: 180,000 Benefits: 18% 32,400 Health insurance: 17,500 State Coordinator, Field Services specialist, and Office Manager/Program Assistant <i>Assumption is that it will take 1-2 months to fill the other two positions after the state coordinator comes on board</i>	\$ 229,900	\$ 234,500
Office space, utilities <i>Includes janitorial and parking</i>	\$ 17,000	\$ 17,000
Office equipment <i>Includes office furniture, computers, telephone (1 land line w/ 2 lines; 2 smart phones) copy, fax, printer, scanner, 1 desktop computer, 2 laptops, projector</i>	\$ 15,000	\$ 5,000
Postage, phone, cell phone, internet	\$ 8,000	\$ 8,000
Office supplies <i>Includes basic Main Street library @ 700, flip charts/stands, pens, markers, stationery, business cards</i>	\$ 4,600	\$ 5,700
Insurance <i>Board insurance, equipment insurance</i>	\$ 5,000	\$ 5,000
Audit & accounting fees	\$ 10,000	\$ 10,000
Publicity, publications, printing <i>Includes web site maintenance, constant contact program, brochures, fact sheet</i>	\$ 7,000	\$ 7,000
Consultants (fees + travel) <i>Includes contracted architectural/design services, resource team members, training in four points @ \$ 36,500 + \$ 25,000 start-up costs: visual identity & web design, web data collection setup, accounting setups, fund development plan</i>	\$ 61,500	\$ 66,300

Travel & Professional Development <i>In-state \$26,500 - orientation & assessment visits, four point training visits, visioning/work plan visits</i> <i>Out-of-state \$8,000 (includes 1 scholarship)</i> <i>Professional development \$3,000</i>	\$ 37,500	\$ 37,000
Dues/Memberships <i>Includes \$2,500 National Trust Main Street Center dues plus ACE, EDAA, Your Town, Design Alabama, Alabama Trust for Historic Preservation, Preservation Action</i>	\$ 4,500	\$ 4,500
TOTAL	\$ 400,000	\$ 400,000

Identify likely revenue sources.

Look to the Mississippi Main Street program as a model. Likely revenue sources include the following:

- State funding for Main Street as an economic development, historic preservation, and tourism program that has proved its effectiveness and return on investment in Mississippi and other states.
- Fees for training and technical assistance from participating communities.
- Federal grant programs such as Appalachian Regional Commission (ARC), Community Development Block Grants (CDBG), USDA rural development programs, etc.
- Foundation grants.
- Corporate funding.

RECOMMENDATION #4: IDENTIFY SUSTAINABLE SOURCES OF FUNDING.

Alabama Main Street should:

- Seek three-year annual commitments for start-up funding;
- Seek other support and services that will aid effectiveness; and
- Measure results to demonstrate the value of the program and return on investment, in terms of new jobs, new businesses, and private and local public dollars invested. Expect that results will merit continued support after the first three years, and will attract additional funding.

Seek funding from the State of Alabama.

Both public and private sectors have a stake in Main Street's success, but in the beginning, it typically takes a state commitment to provide core start-up funding to secure additional

federal and private funds. State efforts that will benefit from a state Main Street program include the Alabama Development Office, Alabama Department of Economic and Community Affairs, Alabama Department of Tourism, and Alabama Historical Commission. Main Street's economic development results will also have strong affinity with the Governor's economic development efforts. In addition, because it strengthens rural economies, it will have strong affinity with the Department of Agriculture and Industries.

Longer term potential funding through a line item in the state general fund budget should be fully explored with lawmakers, starting with those who represent existing or potential Main Street communities and those involved in the budget-writing process. Based on Mississippi's proven track record in creating jobs and new businesses, expanding tourism, and preserving hundreds of buildings for a relatively modest investment of state dollars, there is a sound basis for this approach.

Note that the Mississippi Main Street Association has long had as its core funding an annual \$300,000 to \$375,000 contract with the Mississippi Development Authority to provide small town/downtown economic development services working the Main Street program. The success of the program over the years has caused the overall Mississippi Main Street budget to grow, with expanded support through increased dues income, federal grant funds, and private corporate and foundation funding, so that now the state's \$375,000 contract is approximately 32 percent of the total budget.

Charge fees for trainings and technical services.

Some sort of fee structure will be required to demonstrate the commitment of participating communities to the program and to help support the level of services envisioned. In all instances, the value of annual services delivered to each community will greatly exceed the annual fees charged and there will be other benefits, including the option to purchase additional services at discounted rates.

If the Mississippi model is followed, the adaptations for Alabama might be along these general lines:

- Beginning in Year 2 or Year 3, as the value of the program becomes well established, participating communities would pay fees in relation to the level of services required. *(Additional information about services is provided in the appendix: "Training & Services: Existing Main Street Communities: Alabama Main Street"; "Training & Services: New Main Street Communities: Alabama Main Street"; and "Mississippi Downtown Network Membership Package", which may serve as a model for the Alabama Small Town/Downtown Network.)*
- For newly designated Main Street communities, the extensive training and technical assistance required to get a program organized to produce successful results following the Main Street Four-Point Approach® requires the following fees: 1st year—\$5,000; 2nd year—\$4,000; 3rd year—\$3,000; fee reductions should be considered for towns with populations of 5,000 or fewer.

- For existing Main Street communities and new communities in their 4th year and beyond—\$1,500-\$2,000 annually.
- To be a member of the Small Town/Downtown Network (for communities interested in downtown revitalization but not meeting all the Main Street criteria)—\$1,000 annually with access to fewer services than the full membership.
- To be an Associate Member, with more limited services, \$250 annually.
- Friends of Main Street is a final membership category for individuals, corporations, and other not-for-profit associations that support the work and mission of Alabama Main Street—\$100 annual minimum.

Seek federal grants.

Federal grants fund a number of Main Street projects and programs in other states. These include the Appalachian Regional Commission (ARC), West Alabama East Mississippi (WAEM) / Workforce Innovation in Regional Economic Development (WIRED) Initiative as implemented by the U.S. Department of Labor’s Employment & Training Administration, U.S. Department of Agriculture rural development initiatives, Community Development Block Grants, Economic Development Administration (EDA), and others. Options to use federal funds to support training, design services, and specific projects should be fully explored.

The Appalachian Regional Commission’s eight Alabama Local Development Districts have revolving funds for business loans that can be a valuable resource for Main Street communities. Resource Conservation and Development (RC&D) Council grants are another source of support for local Main Street communities.

Seek foundation funding.

The Main Street initiative aims to strengthen community identity and quality of life through economic development that creates jobs and businesses while preserving local community character. It uses a well-tested methodology and structure that is volunteer rooted and results oriented. A key component is the delivery of ongoing training and technical services in four areas (organizational development, economic development, promotion and marketing, and design). Foundation funding to support training and technical assistance as well as specific projects should be fully explored with potential funders whose goals of strengthening community self-reliance and economic vitality align with the goals of Alabama Main Street.

Among the foundations with which this should be explored are the state’s 13 community foundations: Community Foundation of Greater Birmingham, Black Belt Community Foundation, Greater Brewton Foundation, Community Foundation of Calhoun County, Central Alabama Community Foundation, Community Foundation of Greater Decatur, Community Foundation of East Alabama, Greater Huntsville Community Foundation, Limestone Area Community Foundation, Community Foundation of South Alabama, Community Foundation of Southeast Alabama (Wiregrass), Walker Area Community Foundation, and Community Foundation of West Alabama. The three largest of these are:

- Community Foundation of Greater Birmingham (Jefferson, Shelby, St. Clair, Blount, Walker counties; 2007 assets—\$164 million; Kate Nielsen, president).
- Wiregrass Foundation (2007 assets—\$105,000 million; Vincent Edge, president).
- Community Foundation of South Alabama (2007 assets—\$50 million; Thomas H. Davis, president).

Another major source of information is Alabama Giving, www.alabamagiving.org, which has recently released a *2009 Guide to Alabama Grantmakers* on CD-ROM, with a comprehensive list of grant-making foundations in Alabama in a searchable format.

Seek corporate funding.

The Main Street initiative focuses on economic development that takes advantage of local community character in creating jobs and new businesses. It is results oriented, using a well-tested methodology and structure that requires heavy volunteer involvement and a paid manager whose primary responsibility is Main Street. Its success derives in part from ongoing training and technical services in four areas (organizational development, economic development, promotion and marketing, and design). Corporate funding to support training and technical assistance as well as specific projects should be fully explored with potential funders whose goals of economic development and community self-reliance align with the goals of Alabama Main Street.

Among the corporations with whom this should be explored are Alabama Power Company; Regions Bank; community banks, including ServisFirst, Tuskegee Bank, and others; independent utilities such as PowerSouth (formerly Alabama Electric Cooperative); AT&T; Vulcan Materials; and Alabama Farmers Federation (ALFA).

RECOMMENDATION #5: BUILD PARTNERSHIPS.

- **Main Street Birmingham.** Main Street Birmingham is a nonprofit organization under contract with the City of Birmingham to oversee the revitalization of nine historic urban neighborhood commercial districts. We recommend that Alabama follow the model of Pennsylvania and Oregon regarding the relationship between a state coordinating program and a multi-neighborhood urban program or other third-party partner. Main Street Birmingham, with assistance from Alabama Main Street, would prepare any of the neighborhood districts that would like to participate in the services of Alabama Main Street to apply for membership in the Small Town/Downtown Network or to become a fully functioning, designated Main Street program. Main Street Birmingham would focus on resource development, technical assistance, and marketing and development opportunities for the urban neighborhood districts. Alabama Main Street will have the infrastructure for the designation and accreditation process.

Other state coordinating programs with multi-neighborhood urban Main Streets which may be resources for how this can work most effectively include Mississippi, Oklahoma, and Louisiana.

- **Your Town Alabama, Auburn Urban Studio, Design Alabama, and Alabama Communities of Excellence (ACE).** These nonprofit initiatives have worked effectively and often collaboratively to provide services to strengthen the vitality of Alabama towns.

Alabama Main Street shares their goal of revitalizing small towns and downtowns. With its emphasis on implementation and results, the Main Street program often represents the “next step” when Your Town, Auburn’s Small Town Design Initiative (STDI), and ACE recommend that a town seek to revitalize its economy using its historic character and resources. In this regard, they may act as a precursor to a town’s becoming a designated Main Street community, which requires having a strong volunteer committee structure and a paid professional manager, supported by intensive ongoing training and technical services provided by the state coordinating program.

There are a variety of opportunities for these programs to partner with one another, building on each other’s strengths and—where the content and the approach are essentially the same—to combine forces to eliminate duplicated actions and services.

As a general overview:

- **Your Town Alabama**, which teaches civic leaders about issues that affect community vitality and about design tools to help plan a vision for their future, is valuable preparation for all Main Street community leaders. Your Town also helps leaders diversify their thinking about what is economic development (e.g., filling all the empty buildings downtown may have as great an impact as recruiting a new big box store or industrial warehouse).
- **Auburn Urban Studio.** The Auburn Urban Studio’s Small Town Design Initiative (STDI), which works with community leaders to generate a conceptual plan for a community’s future, based on its assets, also prepares a community for a Main Street program and could be adapted to be a component in Main Street Vision planning or in a Resource Team visit where the emphasis is on planning.
- **Design Alabama** is an advocate for design in Alabama. Design Alabama’s Mayors Design Summit is a valuable opportunity for a mayor of a Main Street community to learn about design as a resource to address particular community needs. Design Alabama has also hosted design charrettes.
- **Alabama Communities of Excellence (ACE)** is a comprehensive three-phase approach to community development, which includes community leadership development and strategic planning. ACE provides technical assistance and can link a community to a variety of resources. ACE also offers a one-time \$5,000

grant to help with implementation of a specific project. ACE helps prepare a community to be successful in sponsoring a Main Street program. Aspects of a community's ACE strategic plan could be a valuable component of a Main Street plan.

- **Regional Planning Commissions (Alabama Association of Regional Councils).** Alabama's regional planning commissions provide communities with comprehensive plans and help educate them about zoning codes and funding opportunities to implement the plan, including providing technical assistance with grants. This is a great resource for a Main Street community. In addition, they administer revolving loan funds for small businesses, another valuable resource.
- **University of Alabama Center for Economic Development.** The University of Alabama Center for Economic Development, which serves as a gateway to an array of economic development services and expertise, could be a highly effective partner for Alabama Main Street.
- **Economic & Community Development Institute (Auburn University & Alabama Cooperative Extension System).** Another potential partner to provide varied economic development services and expertise is the Economic & Community Development Institute (Auburn University and Alabama Cooperative Extension System).
- **Other economic and community development programs.** Additional resources can be found in other university and community college economic and community development programs around the state.
- **Alabama Historical Commission.** The Alabama Historical Commission, in addition to being among the potential state funding agencies that would benefit from a Main Street program, is also a potential partner to provide technical assistance related to the preservation of historic buildings in Main Street communities (for example, training and direct assistance related to establishing and maintaining local historic preservation commissions and architectural review boards through the Certified Local Government program and information, training and direct assistance about the use of historic tax credits, easements, section 106 protections, treatment of historic building materials, and state and federal designation programs like the National Register of Historic Places).
- **Economic Development Association of Alabama (EDAA).** EDAA, which represents economic developers across the state and employs a lobbyist in Montgomery, recognizes the competitive value that a strong Alabama Main Street program can provide. Executive Director Ron Scott said he will help get Main Street on the agenda of the economic development community. Community leadership training that EDAA offers may align with some of the training that Main Street provides. Scott also mentioned he could see EDAA and the League of Municipalities putting together a team to advocate for Main Street.

- **Economic Development Partnership of Alabama (EDPA).** Bill Taylor as the new president of EDPA is expected to take an active recruiting role in the state's largest private economic development group, which is funded by Alabama's leading corporations. Potential to partner with EDPA should be fully explored.
- **Alabama League of Municipalities.** The Alabama League of Municipalities has more than 450 member municipalities, to which it provides an array of information, services, and training. League Director Perry Roquemore recognizes that a successful Alabama Main Street program can be a valuable resource for many of the League's members and will help with publicity and promotion to his constituency, including blast e-mails and a website link to Main Street. At a recent League conference, he provided a speaking opportunity for representatives of Main Street programs in Alabama and Georgia to talk about why the Main Street Four-Point Approach® works. Opportunities to provide additional programs in the future should be fully pursued.
- **Tennessee Valley Authority (TVA).** TVA can provide community assistance and training related to strategic planning through Phil Scharre (based in Nashville) and related to retail recruiting and demographic research through Chuck Marquis, who handles the retail development program the Consumer Connection out of Memphis. Other specific ways to partner, including support for Main Street communities within TVA's northern Alabama boundaries, should be explored.
- **Small Business Development Centers.** Small business development centers around the state are potential resources and partners for Alabama Main Street.
- **Other partner opportunities.** Other opportunities to partner should be explored with the Association of County Commissions of Alabama, the Chamber of Commerce Association, the Alabama Council of the American Institute of Architects, the Alabama Chapter of the American Planning Association, Auburn and Tuskegee University architecture programs, University of Alabama at Birmingham's Department of Public Health, and the state Department of Public Health, among others.
- **Forming an Umbrella Organization.** A number of times in the course of this study the question was asked, "Why not form an umbrella organization to include Main Street and other programs aimed at strengthening communities?" There was concern expressed about creating another community-focused organization that needed financial support, and a belief that it would be easier to raise money by having related programs under one roof.

The National Trust Main Street Center assessment team was charged with evaluating the feasibility of setting up a sustainable state Main Street program. Given that charge, beyond encouraging related programs to identify opportunities for increased effectiveness and efficiency, we do not currently recommend starting a new umbrella

program that would include Alabama Main Street, nor housing Alabama Main Street within another program. There are several reasons:

- In talking with successful Main Street programs in other states, they say Main Street works because of its time-tested structure and methodology, and that placing it within a broader or more diffused mission could risk not getting the results we are committed to producing, which are essential to sustaining the program. While it is clear that Alabama Main Street can work productively with such organizations as Your Town Alabama, ACE, Design Alabama, and the Auburn Urban Studio, it is not clear that two or more of the programs can function under a single operating system and a single board without diffusing their particular strengths and focuses. So the inclination is to let each organization be true its particular mission, identity, and successful programs until more groundwork has been laid for a different organizational structure.
- Although Your Town, ACE, and the Auburn Urban Studio share some funders and personnel in common, the programs are “owned” and “governed” separately. To merge existing organizations successfully would require identifying the compelling reasons to do so (e.g., identify specific savings in operating costs or specifically what more can be accomplished working under one roof than as separate collaborators) and then spending some time working out details of how the merged organization would operate. The Main Street Assessment Study is charged with evaluating the feasibility of setting up a sustainable state Main Street program. Once such a program is up and running, there is a lot to be gained by the existing groups and Alabama Main Street exploring specific steps and organizational relationships that would increase their efficiencies and/or effectiveness.
- There is a sense of caution about creating two new programs at once—an umbrella organization and an Alabama Main Street program. If we want a Main Street program with the results that Mississippi gets, our immediate focus is to get an effective program up and running and producing results, and then to explore where there are opportunities and benefits for merging programs or for creating more structured relationships. To create a new umbrella organization and a new state Main Street coordinating program (which must begin producing results quickly while meeting National Trust Main Street Center criteria) could risk the success of both, without substantially more groundwork being laid by interested parties.
- Unlike some of the other programs mentioned, Main Street communities will have no population limits on small size. Any community or urban commercial neighborhood that can meet the criteria for state designation and national accreditation will be eligible to participate in the Main Street program. Communities that meet some but not all criteria will likely be eligible for an affiliate program, the Small Town/Downtown Network, which will get reduced services for reduced fees.

§ IV. TIMELINE FOR IMPLEMENTATION

2009

- Establish Alabama Main Street organization with board of directors and seek 501(c)3 status.
- Secure three-year funding commitments for start-up: \$400,000/year x 3 = \$1,200,000 for the first three years.
- August: Use quarterly managers meeting to provide assistance to local programs preparing a Community Self-Assessment.
- October: Provide Main Street training at the Alabama Preservation Conference.
- Hire state coordinator.
- State coordinator hires other staff.
- Set schedule for quarterly two-day managers meetings for existing Main Street communities.
- Contract for start-up services, including a fund development plan, visual identity package, web design, web data collection set up, and accounting set up.
- Contract for design services provider(s) to provide training and one on-site visit and rendering to each existing Main Street community.
- November: Community Self-Assessment due with signed Memorandum of Agreement from existing communities that want to participate in Alabama Main Street at the Main Street level (MOA spells out expectations and understandings related to meeting state designation and national accreditation criteria). Communities can elect to participate at the Small Town/Downtown Network level instead.

2010

- January: Alabama Main Street is officially launched in conjunction with the Year of Small Towns and Downtowns.
- January and February: Two-day Orientation & Basic Training in every community that has a signed MOA. Out of this comes recommendation for a facilitated Visioning/Work Plan workshop or a two-day Program Assessment visit.
- March and April: Facilitated Visioning/Work Plan workshops and two-day Program Assessment visits.
- April or May: Design training workshops at basic and intermediate levels.
- May or June: Application process for new Main Street communities and new Network members begins with application workshop.
- September or October: Completed applications due.

- October or November: Existing communities assessed in relation to designation/accreditation criteria.
- By November: Final presentations and selection of new Main Street communities completed. New Small Town/Downtown Network communities selected.
- By December: Schedule for 2011 training and other key events announced.

2011

- January: New Main Street and Network communities officially designated and begin the program.
- February: List of local programs accredited by Alabama Main Street for the National Main Street Accreditation submitted to the National Trust Main Street Center.

§ V. APPENDIX

- Main Street Coordinator Job Description
- National Trust for Historic Preservation Trademark License Agreement with Main Street Coordinating Program Partners
- Training & Services: Existing Main Street Communities: Alabama Main Street
- Training & Services: New Main Street Communities: Alabama Main Street
- Alabama Main Street Program Requirements
- Mississippi Downtown Network Membership Package
- Sample Main Street Basic Training Agenda
- National Main Street Program Accreditation
- Main Street Coordinating Program Designation

Main Street State Coordinator Job Description

Work Objectives: The Main Street State Coordinator must initiate, coordinate, and supervise a statewide downtown revitalization program that utilizes historic preservation as an integral foundation for downtown economic development. He or she is responsible for the development, conduct, execution, and documentation of the statewide Main Street program. The State Coordinator should maintain a consistent, quality program that will result in the transference of the Main Street Four-Point Approach® to communities throughout the state and will increase the potential for success in all downtown revitalization activities.

Full Range of Duties to be Performed: The State Coordinator should:

- A. Serve as a clearinghouse on state information (public and private) on downtown revitalization, economic development, and related subjects.
- B. Serve as statewide advocate for downtown business districts, state policy regarding downtown revitalization, and the state Main Street program.
- C. Serve as liaison with state and federal agencies and resources.
- D. Monitor the fiscal, physical, and attitudinal results of local Main Street programs' efforts.
- E. Work closely with the local Main Street executive directors and volunteers through weekly contact, periodic on-site visits, meetings, training sessions, and written information.
- F. Publicize the state Main Street program and the Main Street Four-Point Approach® through media, conferences, and speeches.
- G. Coordinate a competitive application process to select or designate local Main Street organizations for participation in the statewide program.
- H. Coordinate state and local downtown revitalization conferences and workshops.
- I. Develop training and promotional materials for local Main Street programs.
- J. Assist local Main Street programs in identifying priority projects.

- K. Coordinate and implement design assistance programs to Main Street communities.
- L. Provide on-site organizational assistance as needed to Main Street communities.
- M. Manage and monitor the budget of the state Main Street program.
- N. Develop programs beneficial to downtown revitalization activities that can be implemented at the state level.
- O. Serve as the primary liaison with the National Trust Main Street Center, maintaining regular contact and submitting annual information about the state Main Street program, including reinvestment statistics, updated local program list, and a list of accredited local Main Street organizations.
- P. Assist the National Trust Main Street Center in all on-site training programs, resource team visits, and other technical assistance activities.

Qualifications: The State Coordinator should have a degree in a discipline related to downtown revitalization, such as architecture, historic preservation, economics, finance, public relations, design, journalism, planning, political science, or public administration. In addition, the State Coordinator should have had at least two years of progressively responsible experience in the administration of a downtown revitalization program or a related economic development or historic preservation program. He or she must demonstrate a thorough understanding of the issues confronting business people, property owners, public agencies, and community organizations. The Coordinator must be entrepreneurial, energetic, imaginative, well organized, and capable of functioning effectively in an independent situation. Excellent communication and supervisory skills are highly desirable.

**NATIONAL TRUST FOR HISTORIC PRESERVATION
TRADEMARK LICENSE AGREEMENT WITH
MAIN STREET COORDINATING PROGRAM PARTNERS**

The National Trust for Historic Preservation’s **Main Street Coordinating Program Partners** are a nationwide network of entities charged with the oversight of local downtown and neighborhood Main Street programs throughout the nation. The National Trust brings these organizations together for education and training, peer learning and problem solving, sharing ideas and best practices, and resource development. Main Street Coordinating Program Partners provide information and feedback to the National Trust on issues and trends in the field as well as their programs, and serve as the National Trust’s conduit for disseminating the principles and practices of the Main Street Four-Point Approach®. Through this partnership between the National Trust and coordinating programs, authority to use and delegate use of the Main Street name, brand, and methodology is granted as per the terms of this licensing agreement.

1. Grant of License.

A. Subject to the terms and conditions of this Trademark License Agreement, the National Trust hereby grants [your organization] (the “Licensee”) this non-exclusive License to use the following Trademarks to identify and promote your program and the local programs you oversee, as well as your relationship and association with the National Trust:

1. **Main Street®.** For the purposes of this Agreement, the Main Street trademark is defined as:
 - The name “Main Street”, and use thereof, to describe or identify an entity, organization, agency program, and/or activities (e.g. “Main Street Iowa”), when using the name in the context of commercial district revitalization.
 - The methodology for traditional commercial district revitalization identified as—and defined by—the Main Street Four-Point Approach®, and “Eight Principles” (see attached or visit our website at <http://www.mainstreet.org/content.aspx?page=2358§ion=2> for full description).
2. **National Trust for Historic Preservation®.** For the purpose of this Agreement, Licensee is allowed to use the National Trust for Historic Preservation® trademark solely and exclusively to show its association with the National Trust Main Street Center, as set forth in this Agreement.

3. **Main Street - National Trust for Historic Preservation® logo.** For the purpose of this Agreement, Licensee is allowed to use the following Main Street-National Trust for Historic Preservation® logo solely and exclusively to show its association with the National Trust Main Street Center, as set forth in this Agreement:



B. As a Main Street Coordinating Program Partner, Licensee is encouraged to use the Main Street® trademark, the National Trust For Historic Preservation® trademark, and Main Street-National Trust for Historic Preservation® logo. Both of these trademarks and the logo (hereinafter referred to as the “Trademarks”) are well known and recognized by the general public and associated in the public mind with the National Trust. The National Trust hopes that Main Street Coordinating Program Partners will value the credibility associated with use of these Trademarks, even as the National Trust benefits from association with high-performing Main Street coordinating programs.

2. **Limitations on Use.** Use of the Trademarks is limited to the following, unless otherwise agreed to in writing by the National Trust:
- Use of the name “Main Street” can be incorporated into the name and identity of your agency, organization, program mission, and activities on materials designed to promote the work of your organization (e.g., website, brochures, newsletter, letterhead or other printed promotional materials).
 - Use of the name “National Trust for Historic Preservation” can be used solely and exclusively to reference Licensee’s association with the National Trust Main Street Center. Any other uses must be approved by the National Trust in writing.
 - Use of the “Main Street – National Trust for Historic Preservation®” logo (optional). When using the “Main Street – National Trust for Historic Preservation®” logo, you will follow the specific mark, color, and character usage set forth in the attached Identity Guidelines, and you agree not to develop any different designs for any mark, symbol, logo character, or other element included within the National Trust Main Street Trademark logo, without first obtaining the National Trust’s prior written approval. See Guidelines, Attachment A.
 - Licensee is given the right to sublicense the Main Street Trademark (i.e. “Main Street” name) only to local Main Street programs recognized and designated by you. A draft of a Sublicense Agreement is attached hereto and incorporated herein as Attachment B.
 - Licensee agrees to not trademark “Main Street” or “National Trust for Historic Preservation” in any terms or phrases associated with its program.
 - Other than as specifically provided herein, Licensee is not granted any other rights to use the Trademarks.

3. **Term.** This agreement will become effective immediately on receipt of the signed agreement by both parties and will be renewed annually from the effective date upon receipt of the Main Street Coordinating Program Partner Membership dues and acknowledgment that your organization continues to meet the criteria for Coordinating programs, as developed in conjunction with the Main Street Coordinators Executive Committee, which are as follows:

1. DEMONSTRATES SUCCESS:

- Participating commercial district revitalization programs demonstrate high reinvestment ratio, increasing incrementally each year. Minimally:
 - Annually submits National Trust Main Street Center (NTMSC) reinvestment stats, charting incremental cumulative increase.
 - Annually submits cumulative economic impact statistics from participating local programs to the NTMSC.
 - Annually submits roster of nationally accredited Main Street programs to NTMSC.
- Attains a high level of positive visibility and credibility within the state, region, or city by developing a communications plan/comprehensive public relations program.
- Educates, informs, and promotes the importance of traditional commercial district revitalization to encourage policies and programs that will support and strengthen Main Street districts and programs by:
 - Helping shape or develop programs/initiatives that benefit Main Street programs.
 - Providing best practices and accurate information/education to decision makers.
- Conducts annual local program accreditation.
- Has a selection process in place to select communities demonstrating readiness and the ability to implement the Main Street program.

2. EFFECTIVELY WORKS WITH LOCAL PROGRAMS:

- Written contract/MOU/letter of agreement with local program that incorporates the Main Street Approach and Eight Principles, name/trademark use.
- Local programs engaged in coordinating program sponsored workshops and trainings.
- Communicates with local programs regularly.
- Provides training for its participating communities. Minimally:
 - Conducts annual reviews through some formal process.
 - Collects reinvestment stats.
 - Coordinating program conducts on-site visits or technical assistance regularly.
 - Serves as a link between local program and the NTMSC.
 - Does not accept more Main Street programs than it can realistically serve in a quality manner.

3. HISTORIC PRESERVATION ETHIC:

- The coordinating program is based on a strong preservation ethic and has an excellent track record in achieving the preservation of historic Main Street buildings and other relevant historic resources. Minimally:
 - Local Main Street communities are advocates for historic preservation.
 - Coordinating program demonstrates that Main Street is historic preservation.
 - Includes historic preservation training as regular part of services.

- Is able to build strong partnerships with other preservation organizations.
- Partners with other preservation organizations as appropriate in region – SHPO, CLGs, local organizations, state/citywide preservation organizations, smart growth, conservation orgs, etc.

4. MISSION STATEMENT:

- Communicates the organization's sense of purpose and overall direction.

5. ADMINISTERS A COMPREHENSIVE PROGRAM:

- Performs proper program administration. Minimally:
 - Annual work plan.
 - Job descriptions for all staff.
 - Annual coordinating program budget.

6. HAS EXPERIENCED PROFESSIONAL STAFF:

- Staff is able to effectively provide basic services to communities which build capacity to empower local Main Street leaders to successfully implement the comprehensive Main Street Approach® (e.g. new program director orientation, board and committee member trainings, work plan assistance, local program evaluations, resource team visits, etc.). Minimally:
 - New coordinating professional staff attends Main Street Basic Training within first year of employment (sponsored by NTMSC or coordinating programs).
 - There is one full-time staff person dedicated to coordinating the MS program.

7. PROGRAM OF ONGOING TRAINING FOR PROFESSIONAL STAFF:

- Attends National Main Streets Conference and coordinators meetings. Minimally:
 - Attendance at national coordinators meetings at least once every two years.
 - Attendance at National Main Streets Conference at least once every two years.

8. LIAISON WITH THE NTMSC:

- Partners with NTMSC Minimally:
 - Hold active National Main Street Coordinating Partner membership with NTMSC.
 - Provides regular updates to NTMSC via coordinator reports and other means.

9. HAS ADEQUATE AND STABLE FUNDING TO MEET MINIMUM DESIGNATION REQUIREMENTS:

- Effectively harnesses funding and resources, from both public and/or private sources, as applicable. Minimally:
 - Annual operating budget detailing income sources and expenses (salaries, technical assistance and operations).

10. LIAISON WITH NATIONAL TRUST FOR HISTORIC PRESERVATION REGIONAL OFFICES, STATEWIDE PARTNERS, AND STATE ADVISORS:

- Has an on-going relationship. Minimally:
 - Regular dialogue with the Trust Regional Office, State Partners, and state Advisors.
 - Provides notices of trainings, application cycles, and other relevant information.
 - Participates in the Trust Regional Office activities as requested and as resources allow.

- 4. Acknowledgment of Ownership.** Use of the Trademarks indicates acknowledgment of the National Trust's title to the Trademarks, (i.e. "National Trust for Historic Preservation" and

“Main Street”), and that you will not at any time do or permit to be done any act or thing that will in any way impair the rights of the National Trust.

5. **Good will and promotional value.** Use of the Trademarks indicates that Licensee recognizes the value of good will associated with the Licensed Trademarks and agrees that it will not conduct any activity or produce goods which in any way question its ethics or lawful practices, nor will you do anything which damages or reflects adversely upon the National Trust.
6. **Non-assignment.** This Agreement is personal to the Licensee (agency or organization), and may not be assigned by Licensee to any other individual, program, organization, or agency unless clearly stated in this agreement, without the prior written consent of the National Trust.
7. **Compliance Verification.** It is the responsibility of the coordinating program to self-verify compliance with the terms of this agreement. The National Trust Main Street Center will not conduct any verification process, unless it has reason to believe that there are serious violations of this agreement. The National Trust Main Street Center reserves the right to make inquiries with coordinating and local programs as necessary to determine compliance.
8. **Termination.**
 - If the Licensee violates any of the conditions listed in this Agreement or fails to meet the criteria established to be designated a Main Street Coordinating Program Partner, this License will terminate thirty (30) days after the National Trust sends written notice of such termination to Licensee, provided the Licensee fails to cure such violation during the thirty (30) day period. Such termination will be effective upon the expiration of such thirty (30) day period.
 - This License will automatically terminate immediately without any notice being necessary, notwithstanding the above paragraph, if at the sole discretion of the National Trust, it is determined that (a) Licensee’s actions could affect the goodwill of the National Trust, its image or reputation, or the Licensed Trademark, or (b) the Licensee discontinues all or a significant portion of its business.
 - In the event of termination, the Licensee will discontinue use of all Trademarks and logo licensed through this Agreement and will delete the electronic Trademarks files and the Trademarks will not be displayed on any materials after the thirty (30) day notice of termination period.
9. **Governing Law.** This Agreement is entered in the District of Columbia and will be governed by and construed in accordance with the laws of the District of Columbia, USA, without giving effect to conflict of laws provisions.
10. **Annual Report, Notices, Other Communication.** Each year, your organization may be asked to submit samples of any materials on which the Main Street Trademark was used during the year. Any notices, reports, or other communication is required or permitted

under this Agreement will be in writing and mailed to the National Trust, as appropriate, at the following address:

**National Trust For Historic Preservation
in the United States**

Licensee

Doug Loescher, Director	
National Trust Main Street Center	<i>(insert contact name)</i>
National Trust for Historic Preservation	<i>(insert contact title)</i>
1785 Massachusetts Avenue, N.W.	<i>(insert address)</i>
Washington, D.C. 20036	<i>(insert city, state, zip)</i>
Phone: 202-588-6219	Phone: <i>(insert contact phone)</i>
E-mail: doug_loescher@nthp.org	E-mail: <i>(insert contact address)</i>

11. Entire Agreement. This Agreement is the entire agreement between the parties with respect to the matters referred herein.

National Trust for Historic Preservation Licensee in the United States

By: _____
Name (signature)

By: _____
Name (signature)

Title

Title

Date

Date

Training & Services: Existing Main Street Communities Alabama Main Street

Below are the training and services that will guide the effort for existing communities in the first year of the reestablished Alabama Main Street program. Local programs sign a Memorandum of Agreement with the State Coordinating Program annually. National accreditation is done annually.

- **Quarterly Meetings for Main Street Managers.** Each quarterly meeting lasts two days and includes (1) a training component, such as someone from the University of Alabama Center for Economic Development or Economic & Community Development Institute (Auburn University & Alabama Cooperative Extension System) teaching skills related to identified Main Street manager needs; and (2) a roundtable on a specific topic, such as best fund-raising tip at one meeting, worst promotion experience at another meeting (having a specific topic keeps the conversation focused). The meetings are held in different locations around the state, which helps spread the demands of travel, lets managers learn from seeing other Main Street communities first-hand, and provides opportunities to expand their connections with other community leaders playing a role in Main Street successes.

One of the first meetings would be to go over the information required for the Community Self-Assessment (see below) and provide guidance and assistance. Completing the Self-Assessment will help prepare existing communities to strengthen their program and build momentum to move forward – toward achieving revitalization results and national accreditation.

- **Community Self-Assessment.** Each existing Main Street program is invited to complete a Community Self-Assessment that includes the items listed below (for items that are incomplete or unavailable, the local program can project a date for completion and request assistance if needed). The Self-Assessment package should also include a signed Letter of Agreement to participate in the Alabama Main Street program for the coming year. Community Self-Assessment items include:
 - Current mission and vision statements;
 - Current annual work plan;
 - Current annual budget, showing revenue sources and expenditures;
 - Minutes of board and committee meetings for the past year;
 - Completed baseline data form with information on population, net jobs gained/lost, net new businesses gained/lost, number of rehab projects, value of private investment, value of public improvements, etc.; and
 - Specific training needs and resource needs (e.g., need an inventory/data base on buildings and businesses within the designated Main Street district), in priority order, no more than three.

Existing Main Street communities have the option to participate as a Small Town/Downtown Network member with reduced services rather than at the designated Main Street level, if they choose.

- **Two-day Basic Training on the Main Street Four-Point Approach®.** Training in the Main Street Four-Point Approach® is essential for successful programs. The

National Trust Main Street Center requires four hours of training on each of the four points each year for managers and board leaders. It is preferred that in the initial years this training would take place within the community, so as to be readily accessible to board members and volunteers. At the Alabama Preservation Conference on October 8-10, 2009, an overview of the four points will be offered along with in-depth workshops on several topics. During January and February 2010, the Alabama Main Street staff will provide each community that has a signed Memorandum of Agreement with a two-day Orientation and Basic Training on the Main Street Four-Point Approach®. This on-site training is for the local Main Street board, committee members, and volunteers, as well as the interested public. At the conclusion of this Orientation and Basic Training, the Alabama Main Street staff will recommend as a next step either a Facilitated Visioning and Work Plan workshop (recommended for communities that want greater clarity and engagement related to mission, vision, and work plan and/or have one or more committees that need assistance in formulating goals and work plans) or a Program Assessment visit (recommended for communities that have a good working organizational structure and want to focus on more specific technical needs), both to be scheduled during March or April.

- **Facilitated Visioning & Work Plan Workshop.** A facilitator helps the community articulate a shared consensus about its future for the next 5 years (1 evening town meeting format). Followed by 1 day working with all 4 committees to develop the annual work plan, which will guide the committees in achieving the community's 5-year vision, one year at a time. Each committee develops up to 5 simple goals or individual projects that help put the vision into action, plus specific steps, persons responsible, resources required, and timelines to accomplish them. Concludes with a presentation to the full board. (Some Main Street communities may need this facilitation in developing work plans for the first few years.)
- **Two-day Program Assessment Team.** A two or three-person Assessment Team led by Alabama Main Street staff spends two days in the community to take stock of how the program is doing, guided by the current work plan. Includes meetings with members of the board and the four committees, as well as a broad range of citizens and officials. The team identifies where the community is on target and where it needs to stretch to meet state Main Street designation criteria. It then determines technical assistance needs and makes recommendations to strengthen the program and seize any unrecognized opportunities. This is followed at a later date by a Resource Team assembled to respond to some of the specific needs identified and help take the community to the next level of success. Sometimes this focuses on a particular area of expertise; sometimes it includes a planning charrette built around the four points of Main Street, addressing both programmatic and planning issues in the community. The key to success remains the follow-up and implementation.
- **Design Services and Training.** Each existing Main Street community will receive one (1) site visit and façade rendering during Year 1 (and may have the option to purchase additional services). In the spring there will be design services workshops at the basic and intermediate levels, for managers and local design committees.
- **Annual Designation/Accreditation Assessment.** This assessment is done annually toward the end of the year to determine if the community retains its Alabama Main Street designation, meets the requirements for National Main Street accreditation, or becomes a Small Town/Downtown Network member.

Training & Services: New Main Street Communities Alabama Main Street

The outline below is adapted from information from the National Trust Main Street Center and the Mississippi Main Street program. Local programs sign a Memorandum of Agreement with the State Coordinating Program annually. Assessment of state designation and national accreditation is done annually.

- A demanding **Application Process** tests commitment and gathers data in order for a community to become a designated Main Street program. Steps include: (1) Defined eligibility requirements (including a single-focus, single governance organization and capacity to fund a manager) and selection criteria; (2) Letter of intent to go through the process; (3) Four-hour application workshop; (4) Completion of application, with significant data about the community, documentation of public and private support, and a comprehensive budget; (5) Oral presentation to selection committee (may include program partners and public officials); and (6) Announcement of selected communities. This process may take six months. *Note that the process can take less than six months, but Mississippi finds this gives communities time to prepare themselves to be successful or decide they are not ready to become a Main Street program. The extra time also gives the state coordinating program a chance to assist the existing communities and plan and budget in anticipation of incoming communities.*
- **Start-up Consultation** provides guidance to new Main Street communities on hiring a manager and organizing board and committees according to the four-point approach (organization, design, promotion, economic restructuring).
- **Two-day Basic Training on the Main Street Four-Point Approach®** is for all managers and board chairs, plus committee chairs can attend an overview of the four points and get full training in their specific point.
- **One-day Managers Orientation** is training for managers only, held prior to quarterly managers meeting.
- **Quarterly Two-day Managers Meetings** are workshops and roundtables required of all managers; also open to board members and local elected officials (registration costs cover meals, function, and training costs only).
- **Facilitated Visioning & Work Plan Meeting** is lead by a facilitator who first helps a community articulate the shared consensus about its future for the next five years (one evening town meeting format) and then spends one day working with all four committees to develop the annual Work Plan, which will guide the committees in achieving the community's five-year vision, one year at a time. Each committee develops up to five simple goals or individual projects that help put the vision into action, plus specific steps, persons responsible, resources required, and timelines to accomplish them. Concludes with a presentation to the full board.
- Some 12 months into the program, a **Two-day Program Assessment Team**, of two or three people led by Alabama Main Street staff, visits the community to take stock of how the program is doing, guided by the Year 1 Work Plan. Includes meetings with members of the board and the four committees, as well as a broad range of citizens and officials. The team identifies where the community is on target and where it needs to stretch to meet state Main Street designation criteria. It then determines

technical assistance needs and makes recommendations to strengthen the program and seize any unrecognized opportunities.

- A **Resource Team** is assembled to respond to some of the specific needs identified and to help take the community to the next level of success. Sometimes this focuses on a particular area of expertise; sometimes it includes a planning charrette built around the four points, addressing both programmatic and planning issues in the community. The key to success remains the follow-up and implementation.
- **Annual Designation/Accreditation Assessment** is done annually to determine if the community retains its Alabama Main Street designation, meets the requirements for National Main Street accreditation, or becomes a Small Town/Downtown Network member.

Alabama Main Street Program Requirements

Local programs sign a Memorandum of Agreement with the State Coordinating Program annually (includes understandings related to meeting state designation and being on a track to meeting national accreditation criteria). Local programs are reviewed every year in relation to state and national criteria.

The following are requirements necessary to remain in good standing as a designated Alabama Main Street community:

- A signed Memorandum of Agreement with Alabama Main Street for the current year.
- At the time of the Community Self-Assessment, existing Main Street communities should have a paid professional manager working on the Main Street program a minimum of 20 hours a week. The goal is for a Main Street program to have a full-time paid professional working a minimum of 35 hours a week. New Main Street communities should either have a paid professional manager working solely on the Main Street program, full-time (35 hours or more) for communities over 5,000, or a part-time (20 hours or more) for cities under 5,000.
- The manager or a board member must attend four quarterly manager training meetings a year. The following will qualify as a substitute for one of the quarterly meetings:
 - National Main Street Conference.
 - Annual State Main Street Training.
 - Main Street Training Conference in another state.
 - Other conferences related to the Main Street mission to be specified by Alabama Main Street (for example, Your Town Alabama).
- Monthly statistical reports must be submitted to Alabama Main Street within 30 days of the end of each month.
- All committee chairs must attend the appropriate module of the Four Point Training in their area of responsibility, plus overview training of the other three points.

To receive full National Main Street accreditation annually, the following is required:

- A signed Memorandum of Agreement with Alabama Main Street for the current year.
- Current membership in the National Main Street Network.
- Meet the Standards of Performance for National Main Street Program Accreditation:
 - Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors.
 - Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage.
 - Has a comprehensive Main Street work plan.
 - Possesses a historic preservation ethic.
 - Has an active board of directors and committees.
 - Has an adequate operating budget.
 - Has a paid professional executive director/manager.
 - Conducts a program of ongoing training for staff and volunteers.
 - Reports key statistics.
 - Current member of the National Main Street Network.

Mississippi Downtown Network Membership Package

Source: the Mississippi Main Street Association website
(<http://www.msmainstreet.com>)

\$1,000 Annually

The Mississippi Downtown Network Membership (MDN) provides for communities interested in being a catalyst for change in their downtowns. The MDN-membership level provides a variety of learning opportunities to stakeholders with a role in the preservation and revitalization of Mississippi's historic resources. Communities may or may not have a paid staff member (a local Program Coordinator is required) or Board of Directors that guides their activities, but are interested in improving the economic vitality of their downtowns. This membership package allows for greater levels of consultation and technical assistance with the Mississippi Main Street Association (MMSA) staff than the Associate Membership. Communities participating at this membership level may also take advantage of additional training opportunities that may not be included in the Network Membership package by purchasing services from the MMSA Menu of Services at a discounted rate only offered to member communities.

Mississippi Downtown Network Membership Package:

Technical Assistance:

- Ten (10) hours Telephone Consultation.
- One (1) 4-hour on site staff visit in the topic area of your choice.
- Eligible for Downtown Network Member Rates on a la carte menu of services.

Training:

- Four (4) Main Street Institutes - Association Member Rates.
- Annual Four Point Leadership Summit - Association Member Rates.

Educational Resources:

- Lending Library.
- Monthly Enews.

Special Events and Networking:

- Eligible for Annual Awards of Excellence.

The Mississippi Downtown Network is not a grant program.

Communities in the MDN program must secure funds for the following minimum yearly budget. (Covered in the Memorandum of Agreement - MOA.)

Travel and Education for Director, Board Members and Volunteers	\$ 3,000
Annual Payment to MMSA	\$ 1,000
Annual National Main Street Center Dues	\$ 250
TOTAL	\$4,250

A Program Coordinator must be appointed by the local community to be the point person for training, contact, and correspondence. This person may be a city employee, volunteer, or chamber or EDA executive.

We would strongly encourage the community to raise additional funds for operating capital so that the program could implement downtown revitalization projects and provide financial incentives to downtown property and business owners.

Prices valid through June 30, 2009

Main Street® Basic Training Agenda

Day One

8:30 – 11:30 Organizing for Main Street Revitalization

8:30 a.m.	Welcome & Introductions
8:45 a.m.	Overview of Main Street Four-Point Approach®
9:00 a.m.	Building a Main Street Program
10:00 a.m.	Break
10:15 a.m.	The Main Street Brand: Trademarks and Usage
10:30 a.m.	A Main Street Organization's Essential Ingredients
11:30 a.m.	Conclusion of Main Street Organization Module

11:30 – 1:00 Lunch

1:00 – 4:00 Improving Main Street's Appearance

1:00 p.m.	Introductions
1:30 p.m.	History of Commercial Buildings
1:45 p.m.	Building Rehabilitation
2:00 p.m.	Other Types of Improvements
2:15 p.m.	Break
2:30 p.m.	Design Regulation
3:00 p.m.	Role of the Design Committee
3:15 p.m.	Group Exercise
4:00 p.m.	Conclusion of Main Street Design Module

Day Two

8:30 – 11:30 Promoting the Main Street District

8:30 a.m.	Introductions
8:45 a.m.	Special Events
9:15 a.m.	Retail Promotions
9:45 a.m.	Image Development or Branding
10:00 a.m.	Break
10:15 a.m.	Working with the Media
10:30 a.m.	The Promotion Committee
10:45 a.m.	Case Studies
11:30 a.m.	Conclude Promotion Module

11:30 – 1:00 Lunch

1:00 – 4:00 Improving Main Street’s Economy

1:00 p.m.	Introductions
1:30 p.m.	Current Economic Conditions in Traditional Commercial Districts
2:00 p.m.	How to Influence Main Street’s Economy
2:15 p.m.	Break
2:30 p.m.	How to Influence Main Street’s Economy, continued
2:45 p.m.	Getting It Done: The Economic Restructuring Committee
3:00 p.m.	Case Study Exercise: Putting It All Together
4:00 p.m.	Conclusion of Economic Restructuring Module

National Main Street Program Accreditation

Ten Standards of Performance for Accreditation and Guidelines for National Program Evaluation

This Main Street organization....

1. Has broad-based community support for the commercial district revitalization process with strong support from both the public and private sectors.

Background: At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses, and individuals from throughout the community — not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but *all* members of the community who are interested in the community's overall health. Involvement by both the public and private sectors is critical, as well; neither sector can revitalize the commercial district without the skills and vantage points of the other.

Ideally, both sectors will participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process. By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage. The overall goal is for a broad range of constituencies from both sectors to understand and be philosophically committed to the revitalization process and, to that end, to commit the maximum resources possible to achieve the goal of revitalizing the commercial district.

Guidelines:

- The Main Street organization should have the active participation of a wide cross section of the community at the committee and board levels, including such constituents as:
 - Local government
 - Regional planning groups
 - Real estate agents
 - Property owners
 - Business owners
 - Local industries
 - Financial institutions
 - Transportation authorities
 - Developers
 - Civic groups
 - Community development organizations
 - Consumers
 - Churches, temples, religious institutions
 - Historic preservation organizations
 - School groups and students
 - Architects and building contractors
 - Parking authorities
 - District/neighborhood residents

- Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
- Participants should also look for, and act on, opportunities to make connections between other programs with which they are involved and the Main Street revitalization effort so that, by doing their own work a little smarter, or in a better integrated way, other programs help further the revitalization process.
- The program should include an ongoing process for volunteer recruitment, orientation, and recognition, constantly refreshing its pool of volunteers and involving new volunteers each year.
- The revitalization program has broad-based philosophical support from the community.
- Municipal government demonstrates a philosophical commitment to commercial district revitalization.

2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage.

Background:

A mission statement communicates the Main Street organization's sense of purpose and overall direction. A vision statement communicates the organization's long-term hopes and intentions for the commercial district. Both should be developed with broad participation by the board, committees, program volunteers, and community input.

Guidelines:

Some revitalization programs begin with a vision statement; others develop a vision statement after several years of work. At a minimum, the Main Street organization should have a mission statement in place, reviewed annually (and updated, if appropriate). If the organization does not have a vision statement at the beginning of the revitalization process, it should develop one prior to the organization's transition from the catalyst phase to the growth phase.

- The organization has an appropriate, written mission statement.
- The mission statement is reviewed on an annual basis and updated as appropriate.
- The organization has an appropriate, written vision statement.

3. Has a comprehensive Main Street work plan.

Background:

A comprehensive annual work plan provides a detailed blueprint for the Main Street program's activities; reinforces the program's accountability, both within the organization and also in the broader community; and provides measurable objectives by which the program can track its progress.

Guidelines:

- The work plan should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach — design, organization, promotion, and economic restructuring.

- The work plan should contain measurable objectives, including time lines, budgets, desired outcomes, and specific responsibilities.
- The work plan should be reviewed, and a new work plan developed, annually.
- Ideally, the full board and committees will be involved in developing the annual work plan. At a minimum, the full board should adopt/approve the annual work plan.
- The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.
- There has been significant progress in each of the four points based on the work plan submitted last year.

4. Possesses an historic preservation ethic.

Background:

Historic preservation is central to the Main Street program's purpose. The historic buildings and public spaces of a traditional commercial district enrich civic life and add value — on many levels — to the community. Developing a historic preservation ethic is an ongoing process of education and discovery for a community and for a local Main Street program. Main Street programs that have embraced a strong historic preservation ethic are successful in saving, rehabilitating, and finding new uses for traditional commercial buildings and in intensifying the uses of the district's buildings, through both specific building improvement projects and through policy and regulatory changes which make it easier to develop property within the commercial district.

Some Main Street programs purport to support preservation values, but do not fully understand that preservation is an ethic, not just an activity or group of activities. Historic preservation involves not only the process of rehabilitating, restoring, or renovating older commercial buildings but also the process of adopting planning and land-use policies, which encourage full use of existing commercial centers before new development takes place, and removing the regulatory and other barriers, which sometimes make it difficult to attract investment to historic commercial districts.

Guidelines:

- The program has, or is working towards putting in place, an active and effective design management program (which may include financial incentives, design assistance, regulatory relief, design review, education, and other forms of management).
- The program encourages appropriate building renovation, restoration, and rehabilitation projects.
- When faced with a potential demolition or substantial structural alteration of a significant, historic, or traditional building in the Main Street district, the program actively works to prevent the demolition or alteration, including working with appropriate partners at the state, local, or national level to attempt to stay or alter the proposed activity; developing alternative strategies for the property's(ies') use; and/or educating local leaders about the importance of retaining existing buildings and maintaining their architectural integrity.
- The program works to find creative adaptive use, financing, and physical rehabilitation solutions for preserving old buildings.
- The program recognizes the importance of planning and land-use policies that support the revitalization of existing commercial centers and works toward putting planning and land-use policies in place to make property development as easy within the commercial district as it is outside the commercial district, or even easier. Similarly, it ensures that financing, technical

assistance, and other incentives are available to facilitate the process of attracting investment to the historic commercial district.

- The program builds public awareness for the commercial district's historic buildings and for good design.

5. Has an active board of directors and committees.

Background:

Main Street revitalization is an ongoing process of changing a community's attitudes about its traditional commercial district(s). The direct involvement of an active board of directors and committees is key to this process. The Main Street director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district. In some areas, and in communities of some sizes, local Main Street programs have been launched by or have merged with other organizations that have a broader agenda (such as a chamber of commerce or a community development corporation). A local Main Street program in one of these circumstances has a better chance of long-term success if it maintains focus on its particular purpose and if its mission statement, work plan, budget, and governing body remain distinct from that of the larger organization in which it is contained.

Guidelines:

- The board is a working, functional body that understands its roles and responsibilities and is willing to put forth the effort to make the program succeed.
- Committee members assume responsibility for the implementation of the work plan.
- The program has a dedicated governing body with its own rules of operation, budget, and bylaws, and is empowered to carry out Main Street's mission, even if the Main Street program is a part of a larger organization.
- The board has well-managed, regular monthly meetings, with an advance agenda and regular distribution of minutes.
- Committees have regularly scheduled monthly meetings with an advance agenda that addresses the committees' work plans.

6. Has an adequate operating budget.

Background:

In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years). Also, program budgets are likely to vary according to regional economic differences and community size.

Guidelines:

- The Main Street program's budget should be adequate to achieve the program's goals.
- The budget should be specifically dedicated to the purpose of revitalizing the commercial district.
- The Main Street program's budget should contain funds adequate to cover the salary and fringe benefits of staff; office expenses; travel; professional development; and committee activities.

- The dollar amount that is “adequate” for a program budget may vary from region to region, depending on local costs of living, and may be different for small-town, mid-size, and urban Main Street programs. General guidelines for minimum operating budgets are:
 - o small town programs: \$30,000+ annually
 - o mid-size community programs: \$45,000+ annually
 - o urban neighborhood programs: \$80,000+ annually
- Revenue sources are varied and broad-based, including appropriate support from municipal government.
- There is a strategy in place to help maintain stable funding.
- There is a process in place for financial oversight and management.
- Regular monthly financial reports are made by the treasurer to the board.

7. Has a paid, professional executive director.

Background:

Coordinating a successful Main Street program requires a trained, professional staff person. While Main Street directors come from a broad range of academic and professional backgrounds, the most successful executive directors are those who are good communicators; who can motivate volunteers; and who have good project management skills, being able to keep the revitalization program’s many activities moving forward on schedule and within budget. In most instances, the Main Street executive director’s position is full-time (generally 40+ hours per week). In small towns without the resources to hire a full-time executive director, a part-time director is usually acceptable (generally 20+ hours per week).

Guidelines:

- The Main Street executive director should be paid a salary consistent with those of other community development professionals within the city, state, or region in which the program operates.
- The minimum amount of time the Main Street executive director works each week should be consistent with comparable Main Street programs in the city, state, or region.
- The executive director should be adequately trained – and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.
- The executive director has a written job description that correlates with the roles and responsibilities of a Main Street director.
- There is a formal system in place for evaluating the performance of the executive director on an annual basis.
- Adequate staff management policies and procedures are in place.

8. Program of ongoing training for staff and volunteers.

Background:

In order to meet new challenges and ensure a strong organization, Main Street program participants need ongoing training. Participants – both staff and volunteers – need different skills in different phases of the revitalization process; for that reason, the skills a program’s participants learn in the program’s catalyst phase are rarely adequate for the growth or management phases. As staff and

volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. And, all program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models.

Guidelines:

The local Main Street program develops local leadership capacity through such mechanisms as:

- Taking advantage of citywide, state, regional, and national training opportunities.
- Making reference and training materials available locally – and using them; and
- Providing/conducting training when appropriate, including annual Main Street Basic Training, annual orientation for board members, and annual committee training.

9. Reports key statistics.

Background:

Tracking statistics – reinvestment, job and business creation, and so on – provides a tangible measurement of the local Main Street program’s progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis.

Guidelines:

- The program collects and tallies statistics related to the revitalization movement, using the baseline criteria listed below. It should keep this data from year to year, providing an economic record of the program’s impact over the course of its history. This information is distributed regularly to constituents and in the annual report.
- Baseline Data Should Include:

Community Population:	
Net of all gains and losses in jobs:	
Net of all gains and losses in new businesses:	
Number of building rehabilitation projects:	
Number of public improvement projects:	
Number of new construction projects:	
Number of housing units created: upper floor or other	
\$ Value of private investment spent in above projects: i.e., individuals or private sources of \$ spent on blg. rehabs, public improvements, or new construction.	\$
\$ Value of public investment spent in above projects: i.e., city, county, state or federal \$ spent on blg. rehabs, public improvements, or new construction.	\$

\$ Value Total of all Investment – add public and private investment	\$
Your program’s annual operating budget	\$
# of volunteer hours donated (total of all programs)	

10. Current member of the National Trust Main Street Center’s National Main Street Network membership program.

Background:

Participation in the National Main Street Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

Guidelines:

- The program is a current member of the National Trust’s National Main Street Network Membership program.

SAMPLE

2008 National Main Street Program Accreditation Form

This is an informational document only — please complete the online form for ALL of your affiliated/designated programs. The following is the information we will be requesting of you for National Accreditation process online.

Organization Name: _____

State: _____ City/Town Name: _____

National Accreditation Evaluation:

Programs must meet all 10 minimum standards of performance below for recognition. See attached Guidelines for National Program Accreditation” for details of criteria. Must be based on performance through end of year 2008.

- 1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors.
- 2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program’s organizational stage.
- 3. Has a comprehensive Main Street work plan.
- 4. Possesses an historic preservation ethic.
- 5. Has an active board of directors and committees.
- 6. Has an adequate operating budget.
- 7. Has a paid professional executive director.
- 8. Conducts a program of ongoing training for staff and volunteers.
- 9. Reports key statistics.
- 10. Has current membership in the National Trust’s National Main Street Network membership program.

**Note - the online form will show their current membership status.*

This program meets does not meet the criteria for certification as a Nationally Accredited Main Street Program.

Signature of evaluator

Date

MAIN STREET COORDINATING PROGRAM DESIGNATION

The overall purpose of the National Main Street Coordinating Program Designation is to:

- ❖ Provide national recognition and credibility for all Main Street (MS) coordinating programs.
- ❖ Establish a base level of performance for all coordinating programs.
- ❖ Raise the professionalism of coordinating programs.
- ❖ Create a vehicle for future licensing of the “Main Street” name to designated coordinating programs.
- ❖ Ensure the coordinating programs are building and supporting a growing network of local programs that are successfully and faithfully following the Main Street Approach® (MSA).
- ❖ Create excellence.

The criteria and benchmarks/performance measures for recognition as a Designated Main Street Coordinating Program are as follows:

1. Demonstrates success:

- Participating commercial district revitalization programs over time demonstrate high reinvestment ratio, increasing incrementally each year. Minimally:
 - ✓ Annually submits National Trust Main Street Center (NTMSC) reinvestment stats, charting incremental cumulative increase.
 - ✓ Annually submits cumulative economic impact statistics from participating local programs to the NTMSC.

- The majority of the local programs selected to participate are nationally accredited Main Street programs. Minimally:
 - ✓ Have 50 percent plus 1 of local programs accredited annually.
 - ✓ Annually submits roster of nationally accredited Main Street programs to NTMSC.

- Attains a high level of positive visibility and credibility within the state, region, or city by developing a communications plan/comprehensive public relations program that includes, at a minimum, three of the following:
 - ✓ Provides media releases on activities.
 - ✓ Coordinating program website.
 - ✓ Coordinating program newsletter.
 - ✓ MS banquet or awards event.
 - ✓ Visibility at various statewide events such as booths, presentations, etc.
 - ✓ MS days at Capitol.
 - ✓ MS collateral materials such as posters, brochures, etc.

- Educates, informs, and promotes the importance of traditional commercial district revitalization to help shape policy and legislation. Minimally:
 - ✓ Helps shape or develop programs/initiatives from which MS benefits.
 - ✓ Provides best practices and accurate information/education to decision makers.
 - ✓ Educates local programs on advocacy.

- Coordinating programs successfully tackle progressively more complex revitalization issues and work with its local programs to do the same. Minimally:
 - ✓ Work plan or annual report that documents or demonstrates same.
- Ensures the proper use of the MS name, trademark, and copyrights. Minimally:
 - ✓ Conducts annual local program accreditation.
 - ✓ Initiates “policing” of violators, including alerting NTMSC, if necessary.
 - ✓ Includes language in local Memorandums of Understanding/Agreement (MOU) regarding trademark.
 - ✓ Understands National Trust’s (NT) name use policy.
- Has a selection process in place to select communities demonstrating readiness and the ability to implement the MS program. Minimally:
 - ✓ Has written guidelines on selection process.
 - ✓ Has formal application form.

2. Effectively works with local programs:

- Develops a positive working relationship with each local MS organization. Minimally:
 - ✓ Written contract/MOU/letter of agreement with local program that incorporates the NTMSC accreditation criteria.
 - ✓ Local programs engaged in coordinating program sponsored workshops and trainings.
 - ✓ Communicates with local programs regularly.
- Provides training for its participating communities. Minimally:
 - ✓ Quarterly MS networking meetings/trainings.
- Provides local Main Street programs with access to resources in all components of downtown revitalization. Minimally:
 - ✓ Orientation binders for new program directors and volunteers, as appropriate.
 - ✓ Information distribution methods (electronic, etc.) that connect needs with providers.
- Monitors the progress of each local MS program. Minimally:
 - ✓ Conducts annual reviews through some formal process.
 - ✓ Collects reinvestment stats.
 - ✓ Coordinating program conducts on-site visits or technical assistance regularly at least once a year.
- Serves as a link between local program and the NTMSC. Minimally:
 - ✓ Requires NTMSC memberships.
 - ✓ Provides information from national to local and vice versa.
- Does not accept more MS programs than it can realistically serve in a quality manner. Minimally:
 - ✓ Doesn’t exceed recommended staff to local program ratio of five to 10 programs per full-time equivalent employee (mix of new and mature MS programs).

3. Historic preservation ethic:

- The coordinating program is based on a strong preservation ethic and has an excellent track record in achieving the preservation of historic MS buildings and other relevant historic resources. Minimally:
 - ✓ Local MS communities save more buildings than are destroyed.
 - ✓ Coordinating program demonstrates that MS is historic preservation.
 - ✓ Includes historic preservation training as regular part of services.

- Is able to build strong partnerships with other preservation organizations.
 - ✓ Partners with other preservation organizations as appropriate in region – SHPO, CLG's, local organizations, state/citywide preservation organizations, smart growth coalitions, conservation organizations, etc.

4. Mission statement:

- Communicates the organization's sense of purpose and overall direction. Minimally:
 - ✓ Must have a mission statement.

5. Administers a comprehensive program:

- Performs proper program administration. Minimally
 - ✓ Annual work plan.
 - ✓ Job descriptions for all staff.
 - ✓ Annual coordinating program budget.

6. Has experienced professional staff:

- Staff is able to effectively provide basic services to communities that build capacity to empower local Main Street leaders to successfully implement the comprehensive Main Street Approach® (e.g. new program director orientation, board and committee member trainings, work plan assistance, local program evaluations, resource team visits, etc.). Minimally:
 - ✓ New professional staff attends MS 101 training within first year of employment (sponsored by NTMSC or coordinating programs).
 - ✓ There is one full-time staff person dedicated to coordinating the MS program.

7. Program of ongoing training for professional staff:

- Attends National Main Streets Conference and coordinators meetings. Minimally:
 - ✓ Annual attendance at national coordinators meetings.
 - ✓ Annual attendance at National Main Streets Conference.

- Regularly attends other professional development trainings. Minimally:
 - ✓ Attends one training per year.

8. Liaison with the NTMSC:

- Participates in NTMSC's coordination program membership package. Minimally:
 - ✓ Purchase of NTMSC coordinators package annually.

- Provides regular updates to NTMSC via coordinator reports and other means. Minimally:
 - ✓ Coordinator reports updated annually.
 - ✓ Coordinator program survey updated annually.
- Has an on-going relationship with the NTMSC. Minimally:
 - ✓ Regular dialogue with NTMSC.

9. Has adequate and stable funding to meet minimum designation requirements.

- Effectively harnesses funding and resources, from both public and/or private sources, as applicable. Minimally:
 - ✓ Annual operating budget detailing income sources and expenses (salaries, technical assistance, and operations).

10. Liaison with the appropriate National Trust for Historic Preservation Regional Office, Statewide Partners, and State Advisors:

- Has an on-going relationship. Minimally:
 - ✓ Regular dialogue with the appropriate regional office and state partners and advisors.
 - ✓ Provides notices of trainings, application cycles, and other relevant information.
 - ✓ Participates in the NTRO activities as requested and as resources allow.