

EXECUTIVE DIRECTOR ORIENTATION

MICHIGAN MAIN STREET & MAIN STREET OAKLAND COUNTY | FEBRUARY 21, 2024

MAIN STREET AMERICA
Lisa Thompson
 Senior Program Officer for Revitalization Services

Jackie Swihart
 Program Officer for Revitalization Services

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INTRODUCTIONS

Name

Role

Community

Length of time in role

What topic are you excited to explore? Why?

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AGENDA – DAY 1 & 2

Day 1

- History of MSA and Overview of the Main Street Network
 - Coordinating Programs and Local Programs
- *BREAK*
- Main Street Approach Overview
- Q&A

Day 2

- Roles and Responsibilities Overview
- Work Planning
- *BREAK*
- Leadership and Self-Preservation
- Q&A

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DOWNTOWNS ARE IMPORTANT BECAUSE THEY ARE

- + Symbol of community character and prosperity
- + The heart of the community - providing people with social gathering spaces
- + It provides affordable homes for independent businesses - incubators
- + People are seeking out authentic and dynamic places to live. Places with a vibrant local economy and special sense of place.



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Our Epidemic of Loneliness and Isolation



2023

The U.S. Surgeon General's Advisory on the Healing Effects of Social Connection and Community



WHAT IS MAIN STREET?



- **Organization** Main Street America
- **Methodology** used to revitalize older, traditional business districts
- **Network** that connects communities, coordinating programs, and downtown professionals
- **Brand** that is a registered trademark and seen as the premier downtown revitalization program
- **Advocate** to return to community self reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets.

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Madison, Ind., is one of three cities picked for downtown restoration effort

By **JOE HOLWAGER**
 Courier-Journal Staff Writer

MADISON, Ind. — Madison is one of three Midwestern communities chosen to participate in a Main Street restoration project.

The city was selected along with Galesburg, Ill., and Hot Springs, S. D., from a group of 10 semifinalists in a competition sponsored by the National Trust for Historic Preservation.

An official announcement of the three winning cities will be made in Chicago today at a two-day conference on main Street preservation.

Several Madison officials and community leaders, including Mayor Warren Rucker, are in Chicago representing the city.

The National Trust hopes that the model project will influence other communities to restore their downtown areas by demonstrating that a number of benefits, including increased sales, will result.

Robert B. Carter, Main Street project director for the National Trust, said Madison was the first choice for the project, although the competition was very close.

The other seven semifinalist cities were

Lafayette, Ind.; Marion, Iowa; Pipestone, Minn.; Marysville, Portsmouth and Tiffin, Ohio, and Ashland, Wis.

Carter, who visited each of the 10 communities, said he rated them for architectural character, economic capacity, organizational commitment and administrative ability.

He said a fifth factor, called "opportunity," then was considered in making the final selections. He said this factor assessed how effective the communities would be in demonstrating that the restoration of downtown business districts is profitable.

Carter said he expects a substantial increase in retail sales by businesses on Madison's Main Street. He said he also will be looking for improved housing in the downtown area.

"Physically, I'd like to see all the

garish signs come down on Main Street, and I'd like to see subtle changes in the painting of buildings," he said.

Carter said several consulting teams will concentrate on different projects in the cities, such as building facades, graphics, landscaping and improving business.

Some local organizations, such as Historic Madison, Inc., may be hired to do some of the consulting work.

Carter estimated that \$35,000 to \$40,000 will be spent by the National Trust on hiring consultants for the three cities. He estimated that the benefits will amount to "hundreds of thousands of dollars."

Carter said he hopes to have the consultants working within two months. He said physical changes in the cities probably projects are expected to be completed in two years.

curred in dealing with the abnormally cold winter. The city also may have to spend an additional \$363,060 on patching potholes.

The city also needs to appropriate an extra \$273,910 to pay for a 2 per cent raise that was given to many employees on Jan. 1, he said.

In addition, several city departments have overshot their budgets by nearly \$1.4 million. The Police Department is the largest of these with a projected deficit of \$872,000.

The committee decided to recommend to the full Board of Aldermen that money be appropriated to pay for the 2 per cent raises and the extra expenses due to cold weather.

But its chairman, 3rd Ward Alderman Jerry Abramson, said he would like to give further thought to the \$1.4 million in budget overruns.

According to Reeder's report, after the city adjusts its budget for the higher income and higher expenses, the aldermen will have about \$2.6 million left to spend for the rest of the fiscal year.

But he urged that as much as possible be saved for the new budget year starting July 1. He made a rough estimate that the city will have about \$68.8 million to spend next year and its expenses are likely to total \$68.6 million.

**OPEN DAILY 10-10
 SUNDAY 12-7
 THURSDAY, FRIDAY,
 SATURDAY SALE.**

HISTORY OF MAIN STREET AMERICA

Main Street was founded in 1980 as a program of the National Trust for Historic Preservation, when many communities had vacant/neglected historic buildings after businesses moved to strip centers and malls.

MSA leads a collaborative movement with partners and grassroots leaders that advances shared prosperity, creates resilient economies, and improves quality of life through place-based economic development and community preservation in downtowns and neighborhood commercial districts across the country.



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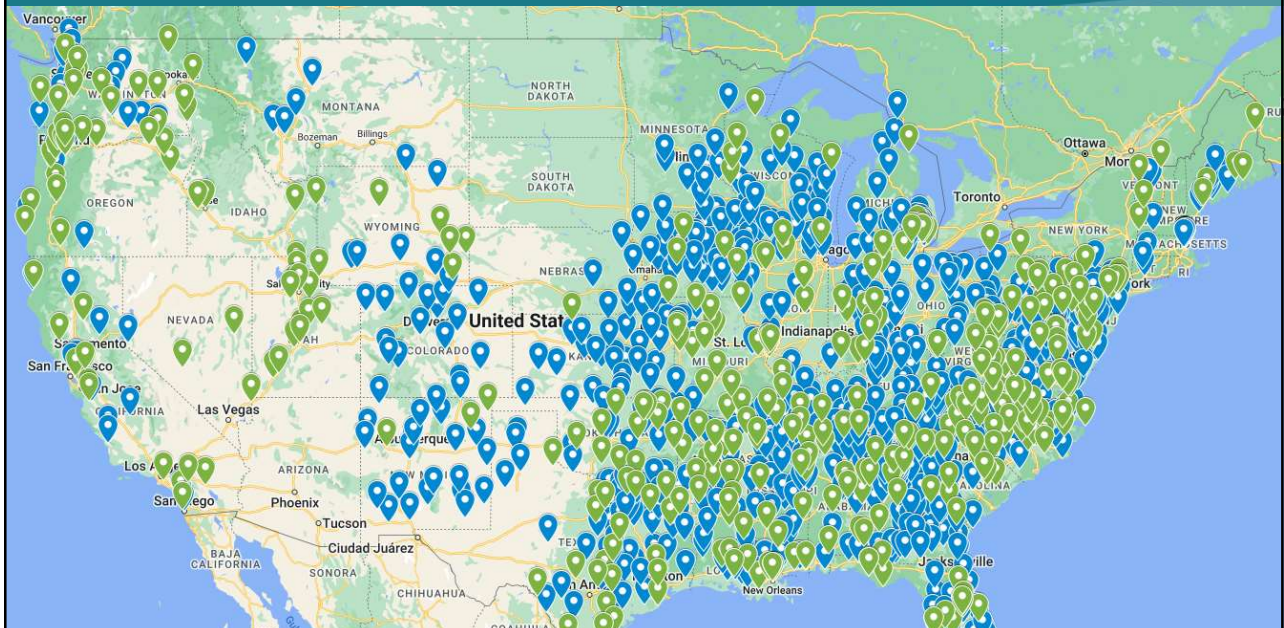
CUMULATIVE REINVESTMENT IN AMERICA'S MAIN STREETS



These estimates are based on cumulative statistics gathered from 1980 through 2023, for all designated Main Street Programs nationwide.

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DESIGNATED LOCAL PROGRAMS





MAIN STREET AMERICA

www.mainstreet.org

HAVE A RESOURCE YOU WOULD LIKE TO SHARE OR DISCUSS? VISIT THE POINT >

2022

Semifinalists

THE Point

Inclusive Backing

Services that Back Us

SHOP SMALL

AM EX

INVESTING BIG IN SMALL TOWNS

Main Street America Institute

The Main Street America Institute (MSAI) is our targeted professional development training program aimed to equip downtown and corridor district leaders with the tools they need to lead results-oriented and preservation-based community revitalization organizations.

DISASTER PREPAREDNESS

Resilience-related resources >

MADE ON MAIN

Supporting accessible community revitalization >

PLACEMAKING

Activating downtown through placemaking >

ENTREPRENEURIAL ECOSYSTEMS

Providing ongoing support to small businesses >

FACADE IMPROVEMENTS

Improving curb appeal and historic community assets >

CROWDFUNDING

Building local fundraising capacity >

GREEN REHABS

Saving money and energy >

MSA TRAININGS

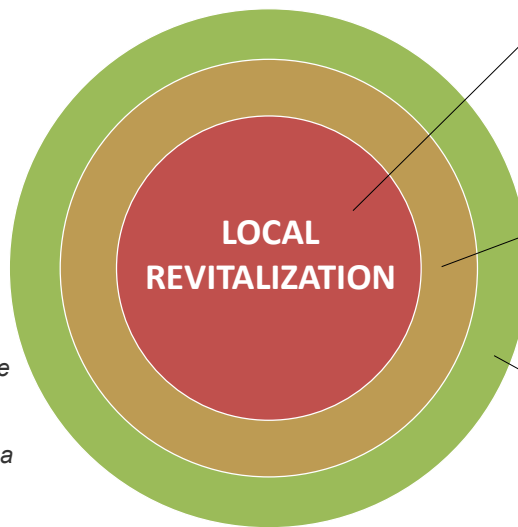


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PROVIDING AN EMPOWERING, MODEL OF COLLABORATION FOR LOCAL REVITALIZATION



- ✓ *Locally powered through community-driven revitalization*
- ✓ *Supported by a collaborative model that guides, provides technical assistance, adds resources, and connects to a network & best practices in revitalization.*



Community & Local Main Street Program


Coordinating Partner




Main Street America




MAIN STREET AMERICA FIELD STAFF





Dionne Baux
Vice President of Field Services,
Neighborhood Commercial
Districts





**Norma Ramirez
de Miss**
Vice President of Field Services,
Downtowns



Joi Cuartero Austin
Senior Program Officer,
Economic Vitality


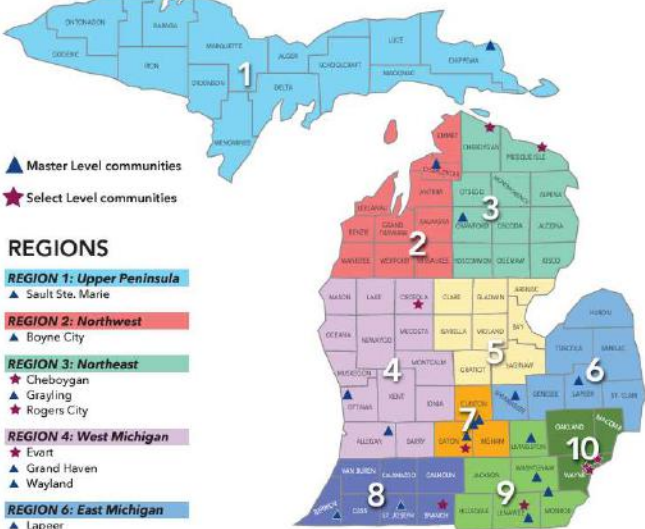




**Lisa Mullins
Thompson**
Senior Program Officer for
Revitalization Services


Jackie Swhart
Program Officer for
Revitalization Services

MICHIGAN MAIN STREET



Laura Krizov
State Coordinator



Leigh Young
Organization Specialist

▲ Master Level communities
★ Select Level communities

REGIONS

- REGION 1: Upper Peninsula**
▲ Sault Ste. Marie
- REGION 2: Northwest**
▲ Boyne City
- REGION 3: Northeast**
★ Cheboygan
▲ Grayling
★ Rogers City
- REGION 4: West Michigan**
★ Evert
▲ Grand Haven
▲ Wayland
- REGION 6: East Michigan**
▲ Lapeer
▲ Owosso
- REGION 7: South Central**
▲ Charlotte
▲ Downtown Lansing Inc.
★ Eaton Rapids
▲ Old Town Lansing
- REGION 8: Southwest**
★ Coldwater
▲ Niles
▲ Three Rivers
- REGION 9: Southeast**
★ Adrian
▲ Blissfield
▲ Howell
▲ Milan
▲ Saline
- REGION 10: Detroit Metro**
★ Grosse Pointe
★ Historic North End (Detroit)
★ Mexicantown Hubbard
Communities (Detroit)

WWW.MIPLACE.ORG



Resources

This online library provides a comprehensive collection of best practices, case studies, guides, and videos on the challenges and solutions for downtown and commercial district revitalization and management.



Main Street Online Training Series

Michigan communities or partner organizations have opportunity to learn more about the Main Street program through a free online training series.



Main Street Impact Reports

The Main Street Program has a proven track record of generating robust economic impacts within local communities. Find more details about the impact of the Main Street Program in participating communities here.

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MAIN STREET OAKLAND COUNTY



John Bry
State Coordinator



Annaka Norris
Senior Planner



Tim Colbeck
Senior Planner

Select Level

- Rochester
- Ferndale
- Holly
- Lake Orion
- Farmington
- Pontiac
- Ortonville
- Oxford
- Highland
- Franklin
- Clawson
- Berkley
- Royal Oak

Partner Level

- Birmingham
- Lathrup Village
- Wixom
- City of Auburn Hills
- City of South Lyon

Allied Level

- Leonard
- Clarkston
- Hazel Park
- Oak Park
- Groveland
- Holly Twp
- Madison Heights
- Lyon Township
- Huron Corridor - Pontiac
- Huntington Woods

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WWW.OAKGOV.COM/HOME

MSOC Benefits & Services

With its three-tiered program, Main Street Oakland County offers a variety of services to meet the needs of all Oakland County downtowns and commercial districts. Benefits and services are available based on level of eligibility.

Associate & Affiliate Level Benefits	+
Select Level Benefits	+
MSOC Requirements	+
Workshops & Trainings	+
Grants	+
Main Street America and GoDaddy	+
Shop Oakland County Main Streets – Online Marketplace	+

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DESIGNATION OPTIONS

Affiliate until you go through the Accreditation Process



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WHY AFFILIATE DESIGNATION IS VALUABLE

- + Supports programs in the idea and start up phase
- + Connects programs to best practices within the state and country Challenges the board to organize and grow
- + Illustrates commitment to revitalization efforts within community
- + Creates momentum to recruit volunteers, fundraise, and build a solid foundation for long-term success



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WHY ACCREDITATION IS VALUABLE

- + Recognizes programs that operate with the highest standards
- + Requirements help programs with fundraising, volunteer development, and overall sustainability
- + Challenges the board to organize and grow
- + Illustrates accountability and credibility to your partners, community, and volunteers
- + Eligibility to apply for the Great American Main Street Award



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MAIN STREET: A TWO-FOLD COMMITMENT

SUSTAINABLE DISTRICT
TRANSFORMATION

EFFECTIVE REVITALIZATION
PROGRAM

Main Street
Resource Center

National Main Street Center

LOCAL ROLES IN MAIN STREET



Executive Director



Board of Directors



Committees

Volunteers



Municipality



Business Owners



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BUILD AN ORGANIZATIONAL CULTURE THAT FOSTERS AND REWARDS ENGAGEMENT

Your main objective is to **build a sense of ownership** in Downtown from each member of the community with a commitment to revitalize it and sustain it as a vital part of their identity – past, present, and future.



People support what they create

First as volunteers	Advocates	Contributors of ideas	Contributors of resources	Supporters for life
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SUCCESS WILL RELY ON HOW WELL YOU TELL YOUR STORY

- + Focus on
 - What you are doing NOW to help downtown business owners (i.e., Business Resource Center, online assistance, small events, etc.)?
 - What are your future plans for businesses and your organization?
 - Communication methods (your communications plan is more important than ever)
- + How does your organization add value to the community?
- + Creating and maintaining community traditions, heritage
- + Highlight your accomplishments AND dreams for the future!

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BREAK TIME



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THE MAIN STREET APPROACH® FOR COMPREHENSIVE REVITALIZATION

ECON/VITALITY

Strengthen the local economy by supporting existing base and encouraging entrepreneurship and strategic dev. of space



Work with the district's property & business owners, and public & private sector partners

DESIGN

Enhance downtown's physical appearance while preserving its historic fabric and authentic character



PROMOTION

Position downtown as a center of activity, market its unique assets and promote its positive image



Work with ALL sectors of the community – residents, corporations, organizations

ORGANIZATION

Bring the community together to build consensus, a common vision, develop partnerships, add resources, and lead revitalization



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ECONOMIC VITALITY | SENSE OF VITALITY



Main Street programs help communities reposition their district's economy through **market-driven business retention & development strategies.**

Attracting new investors, developing housing, and incentivizing Economic Development projects.

The Main Street Approach®

Organization

Design

Econ/Vitality

Promotion



Strengthens & diversifies the local economy supporting existing base, entrepreneurship, and appropriate development

- ✓ *Supports existing economic base*
- ✓ *Promotes strategic use of space & development*
- ✓ *Assembles Economic Development Resources*

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IMPORTANCE OF EV AND DOWNTOWN ECONOMIC DEVELOPMENT

- A community is often judged by the health of it's downtown.
- Broader economic development, like industrial development is often dependent upon downtown amenities.
- Talent is attracted to communities with downtown amenities and housing options.
- The real value of downtown buildings depends on their ability to support commercial activity.



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BUSINESS INVENTORY

- + Number and types of businesses
- + Products/merchandise
- + Occupancy & space use
- + Square footage & rent/ Sq. Ft.
- + Employment
- + Business hours
- + Advertising patterns

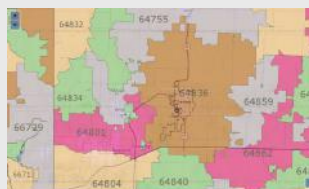


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WORKING WITH BUSINESS OWNERS



- **Learn** about their products and services, their needs, market reach
- **Educate**
 - about the district and community's market trends and opportunities
- **Advocate**
 - market presence (e-commerce)
 - partnerships that offer resources & support



DESIGN | SENSE OF PLACE



Main Street programs provide communities with the tools they need to **improve the appearance** of the commercial district while preserving its character.

The Main Street Approach®

Organization

Design

Econ/Vitality

Promotion

Improves physical elements while preserving the community's authentic fabric, character & identity

- ✓ *Promotes physical improvements*
- ✓ *Preserves and enhances existing historic fabric*
- ✓ *Encourages planning & best practices*



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DESIGN IS ABOUT

Educating	Providing	Planning	Motivating
<p>Educating others about good design—enhancing the image of each business as well as that of the district;</p>	<p>Providing good design advice—encouraging quality improvements to private properties and public spaces;</p>	<p>Planning Main Street's development—guiding future growth and shaping regulations;</p>	<p>Motivating others to make changes—creating incentives and targeting key projects.</p>

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BUILDING INVENTORY

- + Ownership
- + Tenancy
- + Physical characteristics
- + Amenities
- + Lease terms
- + History
- + Photos + floor plan
- *Commonly done with the EV Committee*



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WORKING WITH PROPERTY OWNERS

- **Listen & understand** needs, limitations, opportunities
- **Educate**
 - About the value of their historic building, the district's place-based assets, character, identity, etc.
 - About the real versus perceived value of their space
 - Design & maintenance best practices
- **Advocate**
 - For strategic use of space
 - For partnerships that offer resources & support



IMPORTANCE OF PLACE (KEEPING)

PLACE— /plās/

noun

Place is the attachment that a person or people have to an area based on their experiences of safety, belonging, and joy that ultimately creates a sense of home.

Place can exist as a static physical location or a dynamic social space that people create collectively.

Paramount to place are the people

KEEPING— /kē-piŋ/

verb

Keeping is the action of owning, maintaining, or protecting something.

When speaking about place, the keepers are those who have an emotional and personal investment in a place.

PROMOTION | SENSE OF COMMUNITY

Main Street Programs provide communities with the tools to **bring people back to the community center** by positioning the downtown as a center of activity, marketing the district's unique characteristics, and fostering its positive image.



The Main Street Approach®

Organization

Design

Econ/Vitality

Promotion



Positions district as the center of activity, culture, commerce, and community life, market its assets, and positive image

- ✓ *Positions the District as a center of activity*
- ✓ *Markets the district's assets*
- ✓ *Enhances positive image*

WHY DO WE NEED TO PROMOTE OUR MAIN STREET DISTRICT?

01

Help change or enhance the image of the Main Street district.

02

Strengthen our Main Street Districts position as a center of community activity.

03

Bring people to shop, have fun, work, live, and invest in our community.

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YOUR VALUE PROPOSITION

- + Each community is unique and has its own story to tell. Your commercial district's assets and features are the core of your promotion's effort.
- + They include the local culture, the "flair" of your community, its people, the built environment, history, traditions, and your unique products & services.
- + This analysis will help craft your unique value proposition; what makes your Main Street District different and attractive to your selected target markets.



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ORGANIZATION | SENSE OF OWNERSHIP



Main Street programs help communities build **broad-based support** for their commercial district.

Main Street brings the community together to reach consensus, lead revitalization, develop **partnerships** and assemble **resources (human and financial)**.

The Main Street Approach®

Organization

Design

Econ/Vitality

Promotion

Brings the community together to build consensus & common vision, assemble resources, and lead revitalization

- ✓ *Promotes the Revitalization Efforts*
- ✓ *Fosters Community Engagement*
- ✓ *Encourages Investment in Revitalization*



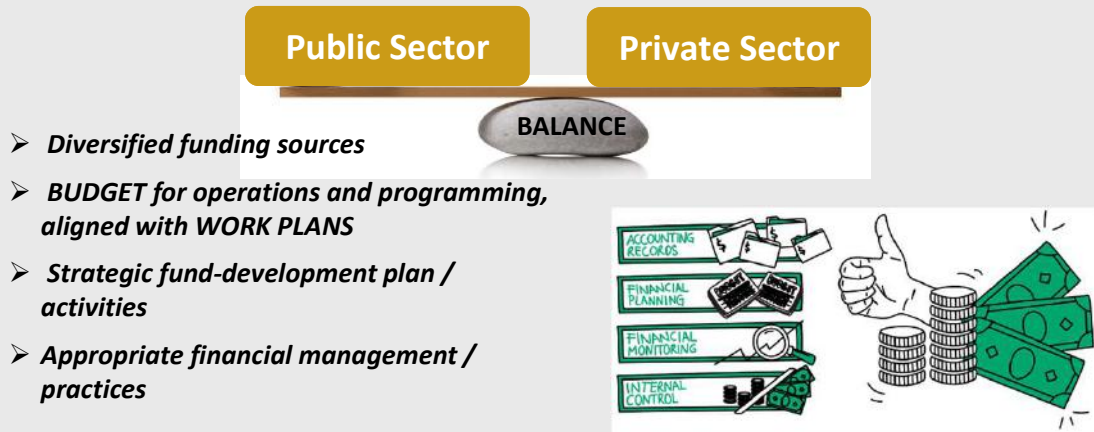
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WHAT IS ORGANIZATION?



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BUILDING A SOLID FUNDING STRUCTURE FOR REVITALIZATION



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NECESSARY INGREDIENTS FOR A SUSTAINABLE DOWNTOWN REVITALIZATION PROGRAM

- 1. Building a Sense of Ownership** that results in a culture of engagement from everyone in the community.
- 2. Building an Organizational Culture** that fosters and rewards community **engagement**.
- 3. Building a Program Worth Giving** (time, money, and other resources) for – offer **value**.



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EMPOWER PEOPLE-THE COMMUNITY TO LEAD

Use the Main Street Approach to Identify & define leadership needs & opportunities within board & committees

ORGANIZATION	DESIGN	ECON/VITALITY	PROMOTION
<ul style="list-style-type: none"> <input type="checkbox"/> Communications <input type="checkbox"/> Public Relations <input type="checkbox"/> Volunteer development <input type="checkbox"/> Organizational branding <input type="checkbox"/> Financial management <input type="checkbox"/> Fund-development 	<div style="background-color: #9ACD32; color: white; padding: 5px; text-align: center;">Design Committee</div> 	<ul style="list-style-type: none"> <input type="checkbox"/> Small Business / Entrepreneurship <input type="checkbox"/> Business planning / financing <input type="checkbox"/> Marketing / advertising <input type="checkbox"/> Interior Design / Merchandising <input type="checkbox"/> Real estate development 	<div style="background-color: #FF8C00; color: white; padding: 5px; text-align: center;">Promotions Committee</div> 
<div style="background-color: #800000; color: white; padding: 5px; text-align: center;">Organization Committee</div> 	<ul style="list-style-type: none"> <input type="checkbox"/> Historic Preservation <input type="checkbox"/> Architecture / Engineering / Planning <input type="checkbox"/> Construction / Landscaping / Gardening <input type="checkbox"/> Arts / Design <input type="checkbox"/> Education 	<div style="background-color: #DC143C; color: white; padding: 5px; text-align: center;">Economic Vitality Committee</div> 	<ul style="list-style-type: none"> <input type="checkbox"/> Event coordination / logistical management <input type="checkbox"/> Marketing / Advertising <ul style="list-style-type: none"> <input type="checkbox"/> Branding

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MAIN STREET FOUR-POINT APPROACH®

- + **Design** – develops space/place
- + **Organization** – develops partners/resources
- + **Promotion** – develops customers and activity
- + **Economic Vitality** – develops entrepreneurs, including property owners, and building uses

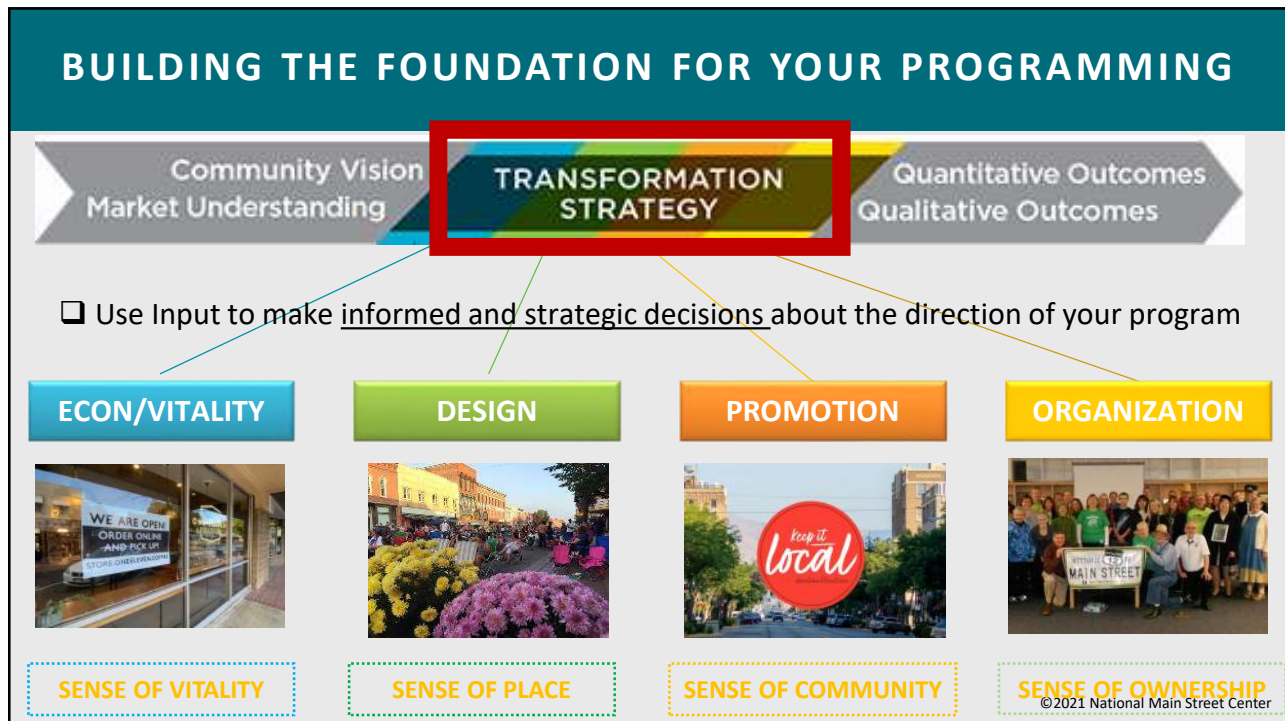
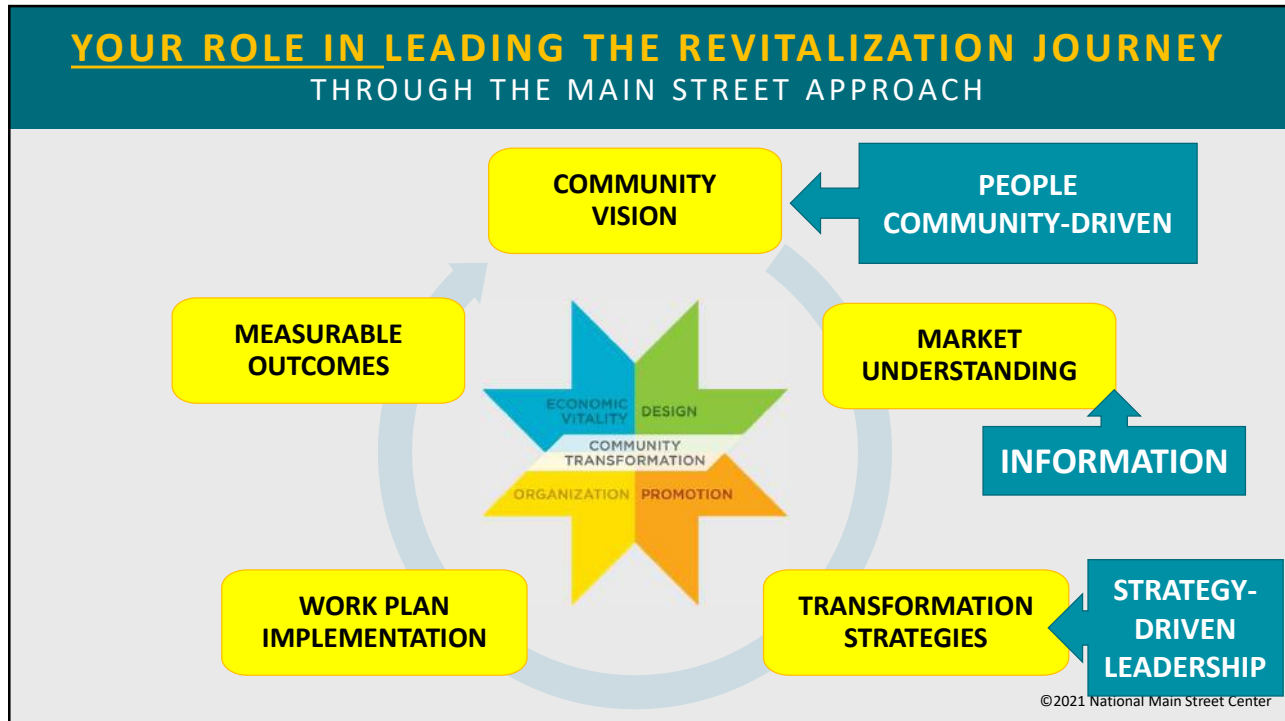


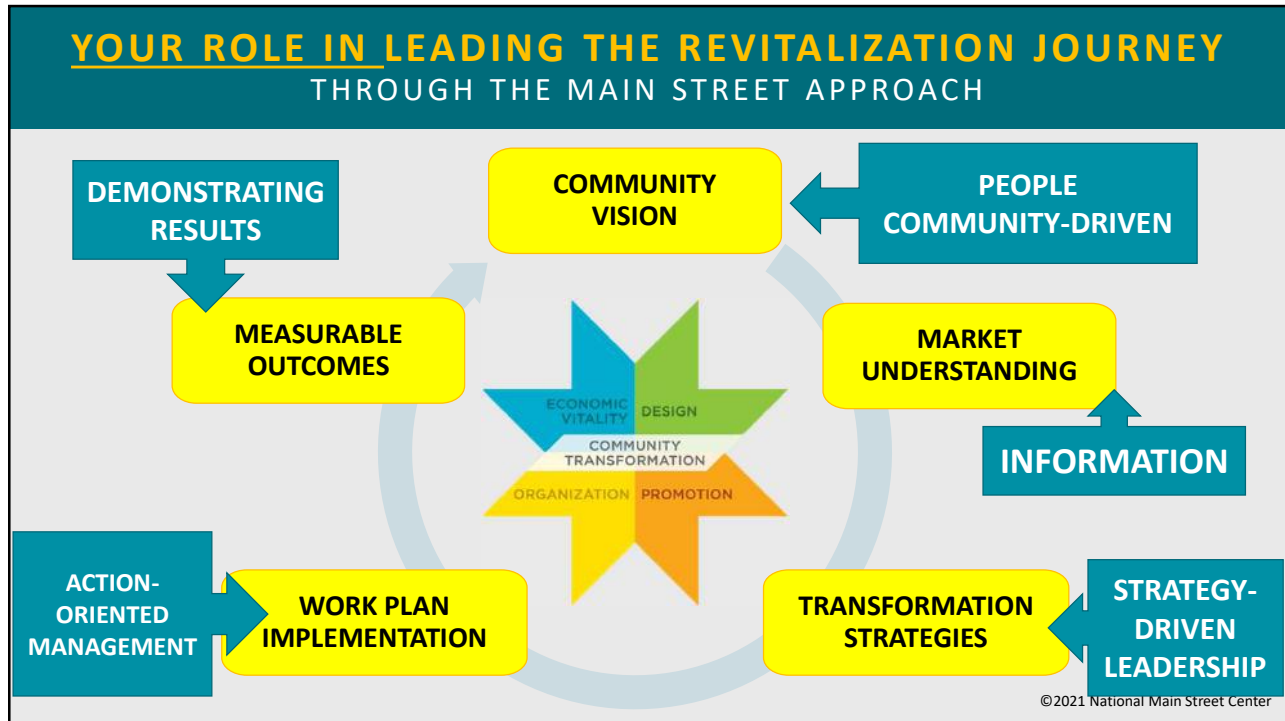
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OUR REVITALIZATION WORK IS A BALANCING ACT



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Main Street®

“There is simply no more cost-effective economic development program of any type, on any scale, anywhere in the country than Main Street...”

Donovan Rypkema
Author of “The Economics of Historic Preservation”





LISA MULLINS THOMPSON, MSARP, HREDFP
Senior Program Officer
Main Street America
lthompson@mainstreet.org

MAIN STREET AMERICA
Nationally recognized.
Locally powered.SM

MAIN STREET OAKLAND COUNTY MICHIGAN

MICHIGAN MAIN STREET

EXECUTIVE DIRECTOR ORIENTATION

MICHIGAN MAIN STREET & MAIN STREET OAKLAND COUNTY | FEBRUARY 22, 2024

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THE MAIN STREET APPROACH



A grassroots, community and volunteer-driven strategy encouraging **economic development** through **historic preservation.**

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BOARD CHAIR, ROLES AND RESPONSIBILITIES

- 01**
Hire and evaluate the Executive Director
- 02**
Approve Economic Plan or Strategy
- 03**
Approve Annual Budget
- 04**
Build a Strong and Accountable Board

Source: Joan Garry

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MAIN STREET BOARD OF DIRECTORS

Traditional Municipal Boards

- + Governing Boards
- + Staff-driven
- + Primarily financed through City budget
- + Enabled through state legislation
- + Open Meetings Act
- + FOIA



Main Street Boards

- + Working Boards
- + Volunteer-driven
- + Primarily financed through public and private income sources, i.e. fundraising, memberships, event revenue, grants, municipal appropriation, etc.



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BOARD OF DIRECTORS

- + Lead the Direction of the Main Street Program
- + Policy
 - Financial
 - Volunteer
 - Personnel
 - Purchasing
 - Conflict of interest
 - Media
 - Fundraising
- + Planning
- + Committee Oversight
 - Recruiting effective chairs
 - Work plan approval
 - Monitoring activities
 - Providing adequate resources
- + Funding & Financial Management
 - Annual budget
 - Approving and monitoring
 - Authorizing audit or review
 - Responsible for fundraising
- + Advocacy
 - Promoting importance of organization to the community
- + Personnel/Evaluation



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BOARD MEMBER RECRUITMENT



- + Assess Board Composition
- + Identify Program Skillset Needs
- + Develop Position Descriptions
- + Identify Potential Candidates
- + Create an Application and/or Interview Process

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BUILDING AN EFFECTIVE BOARD



Board Member Profile:

- + Age
- + Gender
- + Race
- + Resources
- + Connections
- + Qualities
- + Expertise
- + Tenure

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BOARD MEMBER ORIENTATION

- + New Member Orientation Process
- + Orientation Packet Information about the Main Street District
- + Information about the local program and Main Street Approach
- + Roles and responsibilities



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BOARD MEMBER COMMITMENT

Annual Letter of commitment/agreement	Annual Self-Assessment/Evaluation	Understand the Mission	Advocate
Contribute Financial donation	8-10 hours/month	Serve on at least one committee	Attend meetings and events
Working board member	Be Motivated	Assess Role in Organization	Gain Satisfaction

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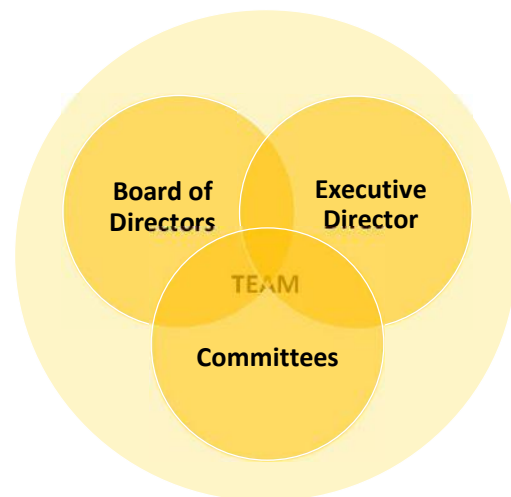
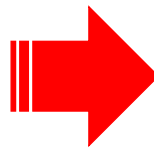
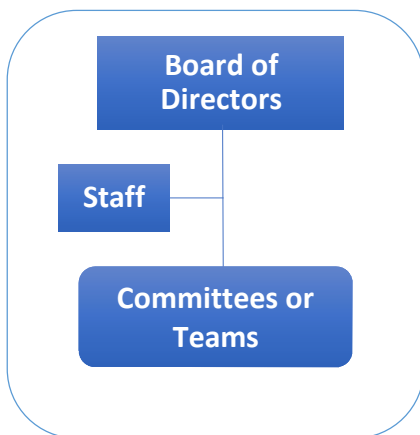
BOARD MEMBER TRAINING

- + Professional Development for Board Members
- + Training Opportunities at:
 - Michigan Main Street Workshops
 - Main Street Oakland County Workshops
 - National Main Street Conference
 - MainStreet.org – The Point



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BUILDING A STRONG “TEAM” CULTURE WITHIN OUR ORGANIZATIONS...



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BOARD OF DIRECTOR & EXECUTIVE DIRECTOR

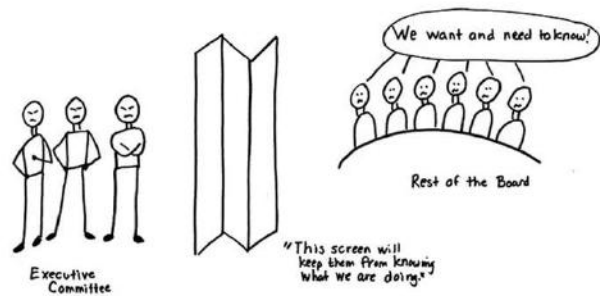
- **Confirm expectations early-on**
 - Communicate preferences, priorities, meeting schedules
 - Confirm roles and accountability
- **Meet with purpose**
 - Confirm agenda in advance
 - Highlight strategy, focus on alignment
 - Avoid routine / rubber-stamping projects
- **Regular communication – crucial!**
 - With the entire Board – monthly if possible
 - Board Chair with ED – more often



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EXECUTIVE COMMITTEE

- + Chair
 - Primary link to Executive Director
 - Coordinates decision-making process
 - Chairs board meetings
 - Accountable for the organization
- + Vice Chair
 - Supports and shares duties delegated by Chair
 - Assists in monitoring committee activity
- + Secretary
 - Keeps the records of the organization
 - Prepares meeting minutes
- + Treasurer
 - Pays the bills
 - Prepares monthly financial reports
 - Maintains financial records



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EXECUTIVE DIRECTOR – PROFESSIONAL MANAGEMENT

- + Relationship + Capacity Building
- + Program Advocate
- + Volunteer Management –The Motivator and Coach
- + Work Plan Coordination –Development & Implementation with Committees/Teams
- + Administrative –Day to Day Operations/Budget Management



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EXECUTIVE DIRECTOR, ROLES AND RESPONSIBILITIES

01

Organize Staff (If you're lucky):
Hiring,
Management,
Supervision

02

Manage the Budget

03

Bring the Economic
Plan to Life

Source: Joan Garry

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MANAGING THE EXECUTIVE DIRECTOR

- + Job Description
- + Performance Criteria
- + Annual Evaluation/ Performance Review
 - Maintain a record of feedback through performance reviews
- + Budget for Training and Professional Development
- + Succession Plan
- + Executive Director Retention



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EXECUTIVE DIRECTOR DOES NOT

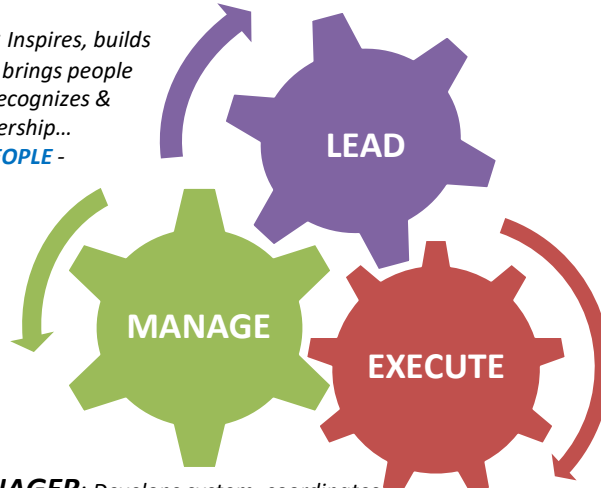
- + Create Agendas
- + Take minutes
- + Carry out most tasks on the work plan
- + Report to individual board members
- + "Boss" the volunteers
- + Take sides



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OUR MULTIFACETED ROLES IN REVITALIZATION

LEADER: Inspires, builds consensus, brings people together, recognizes & builds leadership...
- Values **PEOPLE** -



DO-ER: leads by example –
KEY: **WITH** and not just **FOR**...
- Values **ACTION** -

MANAGER: Develops system, coordinates structure, process that empowers people...
- Values **STRUCTURE/PROCESS** -

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EXECUTIVE DIRECTOR EVALUATION

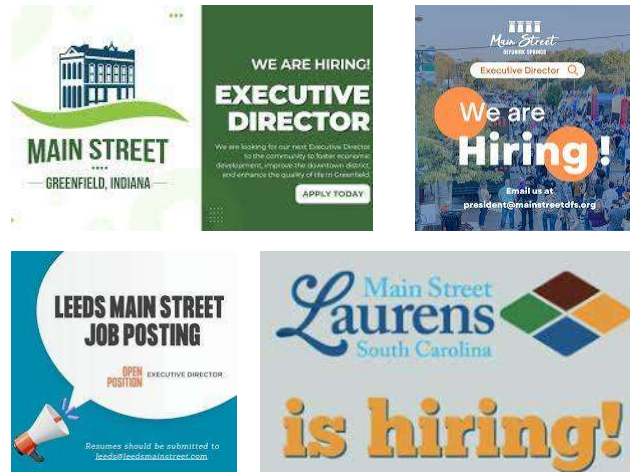
- + Board completes a questionnaire
- + Executive committee reviews
- + Chair conducts evaluation
- + Salary review - know the market
- + Evaluate Director based on strengths and areas of needed improvement
 - What is the Director doing well?
 - Where does the Director need improvement?
 - What should the Director focus on?
 - Where is the Director spending time appropriately?
 - Where should the Director dedicate additional time?



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EXECUTIVE DIRECTOR RETENTION

- + Too many long hours
- + Salary
- + Does not feel appreciated
- + Lack of benefits
- + Personal reasons
- + Personality conflicts
- + Burnout



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COMMITTEE/TEAM RESPONSIBILITIES

- + Develop and implement projects and tasks needed to achieve goals identified by the board
- + Develop annual work plan and budget for specific projects
- + Work in collaboration by communicating with other committees/team members
- + Create and communicate benchmarks that measure the success of specific projects and impact of the organization



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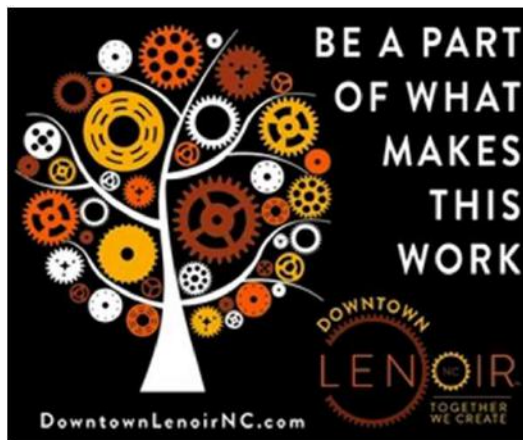
BOARD MEMBER ROLE ON COMMITTEES

- + Participate on at least one committee
- + Participate and contribute to committee projects
- + Receive updates on committee projects
- + Evaluate the success and effectiveness of committee projects



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VOLUNTEER MANAGEMENT



Recruitment

- + Identify needs based on current projects
- + Create job descriptions
- + Match volunteers to projects based on identified skills, interests, and time commitment

Orientation

- + Volunteer packet
- + Volunteer mentor/buddy system

Management

- + Track volunteer time
- + Evaluate volunteer performance

Recognition

- + Annually recognize hard work and achievements
- + Recognize major accomplishments throughout the year

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BYLAWS

- + Size of the Board
 - Term limits (2-8 years)
- + How the Board is managed and operated
- + Roles and duties of officers
 - Rules and procedures for electing/appointing officers
- + Rules and procedures for holding meetings
- + Open meeting requirements
 - Advertising public meetings
 - Quorum definition
 - Voting
 - Robert's Rules of Order
- + Financial powers including budgeting

**City of Villa Rica
Main Street Advisory Board
Bylaws**

Adopted September 22, 2015

ARTICLE I
Name

The name of the organization shall be the City of Villa Rica Main Street Advisory Board (hereinafter the "Advisory Board" or the "Board").

ARTICLE II
Purposes

Section 2.1 Advisory Board Purpose
The Advisory Board and its committees (the "Main Street Committees" or "Committees") work with the Main Street Manager (the "Manager") to carry out the goals of the Main Street Program (the "Program"). The Advisory Board does not handle the day-to-day affairs of the Program, but provides additional insight, input, strategy recommendations, and policy to support the Program. The Advisory Board will assist the Main Street Manager in a number of ways including the following: (1) promote and market downtown as a desirable location for businesses, and aim to achieve full use and occupancy of the downtown district; (2) fund raising for the Program and for special projects, including identifying and soliciting local, state, federal, and private sources including grants and contributions; (3) make policy recommendations and assist in strategic planning and goal setting for the Program; (4) encourage appropriate high-quality design in the maintenance, restoration and re-use of buildings in the Villa Rica Main Street Central Business District (as defined herein); (5) sponsor events and promotional activities in the Villa Rica Main Street Central Business District that foster a sense of community, encourage tourism, and promote business development; (6) recruiting dedicated volunteers and board members; (7) advocate for the Program and ensure that the Program is carrying out its mission and vision; and such other assistance as the Advisory Board and the Main Street Manager deem necessary.

Section 2.2 Scope of Power
The Advisory Board shall have no right, power or authority to obligate or bind the City of Villa Rica (the "City") in any manner whatsoever. The Advisory Board is not a governing board but is advisory in nature with no power of authority over day-to-day operations of the Program or the Main Street Manager.

Page 3 of 11 Main Street Villa Rica Advisory Board Bylaws

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ADDITIONAL BOARD POLICIES

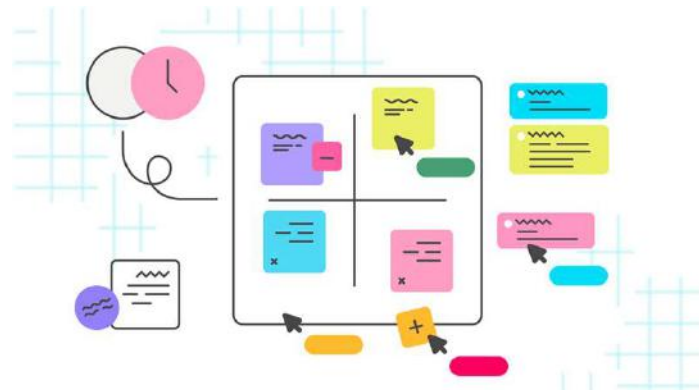
- + Code of Conduct
- + Conflict of interest policies and procedures



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EFFECTIVE BOARD MEETINGS

- + Board Member Packet
- + Agenda Items:
 - Attendance
 - Approval of minutes
 - Executive Committee Report
 - Treasurer's report
 - Executive Director's report
 - Old/New Business
 - Committee/Project Updates
- + Meeting Minutes
- + Start and end on time
 - 1 hour meetings
 - Build in a consent agenda



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BOARD DECISION MAKING

- + All final decisions made at Board meetings following discussion and vote
- + United/cohesive decision-making and communication about final decisions



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BOARD FINANCIAL RESPONSIBILITIES

01

Ensuring the program is well-funded

02

Developing and monitoring 5-year Program Budget

03

Developing a plan for organization funding

04

Preparing and supporting fundraising activities

05

Making a financial contribution

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FINANCIAL BEST PRACTICES

Revenue

- Tax Exemption
- In-kind donations
- Tax-exempt receipt

Monthly Financial Reports

- Year to date balance sheet
- Account receivable and aging report
- Expense/Revenue month and year to date
- General ledger
- Budget/actual month and year to date
- Project performance

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BOARD COMMUNICATION RESPONSIBILITIES

Purpose: Promoting the Main Street Program and downtown revitalization efforts to engage key stakeholders



Step 1: Identify Goals



Step 2: Target Audiences



Step 3: Create Message



Step 4: Message Tools

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MISSION STATEMENT

VISION STATEMENT

To cultivate a fully revitalized Downtown, that incorporates recreation, arts, humanities, walkability, relaxation and entertainment. Continue to be supportive of a thriving business, restaurant, and retail environment that we have found essential in preserving our historic buildings.

MISSION STATEMENT

To secure downtown Arcadia as a significant destination, through innovative and strategic promotion and business planning for the purpose of preserving our historic heritage as well as sustaining and improving our downtown economy

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KEY MESSAGING

WHO IS Main Street?
Main Street Greenfield has been a proud Main Street Community since 1995

Greenfield CHAMBER MAIN STREET
Main Street is a Neighborhood, grass roots improvements that blends preservation, activation, and coordination to harness the power of Character-Based Economic Growth

Why Does Main Street Work? *It's Simple. It's the People loving their Place.*
The Main Street way is to inspire and engage the property owners, business owners, leaders, the friends and neighbors to create a shared value in the character of the community. **Imagine having people believe their place matters.** That is true community support. That is what Main Street is all about.

Our Home, Our Main Street, Our Future.
Main Street Greenfield is dedicated to enhancing the vitality of downtown Greenfield through historic preservation, economic development, and community engagement. Greenfield is home to more than 2,000 residents and 1,197 daytime workers, \$20,976,409 worth of annual commerce and averaging \$11,488,651 in annual private re-investment into the district.

Over \$1.5 BILLION INVESTED

POWERED BY Main Street
111,188 Volunteer Hours
136 Building Improvement Projects
92 New Jobs

MAIN STREET IOWA

DOWNTOWN....The Vision

- The Positives
- The Opportunities
- The Results

THE PROGRAM....The Mission

- The Value
- The Opportunities
- The Results

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INTERNAL COMMUNICATION

Internal Communication:

- + Between Board Members
 - Email/Text –remember FOIA
 - No Decisions made by email or text
- + Between Board and Committees
 - Communicate with the Committee/Project Chair
- + Between Board and Executive Director
 - The Board Chair is the main point of contact for the Executive Director



External Communication:

- + Communicate as a unified Board –not as individual Board members

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BUILD PARTNERSHIPS

Private Sector Stakeholders:

- + Downtown Stakeholders
 - Property & Business Owners
 - Employees
 - Residents
 - Organizations
- + Community
 - Property & Business Owners
 - Residents
 - Chamber of Commerce
 - Community/Service Organizations
 - Community Foundations
 - Corporations & Industry
 - Hospitals
 - Churches
 - Financial Institutions
 - Utilities
 - Media (TV, Radio, Print, Web)
- + Visitors/Surrounding Neighbors

Public Sector Stakeholders

- + Local municipal leaders
- + Municipal staff and departments
- + Schools
- + Library
- + County government



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PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS

- + Know the mission, goals, and responsibilities of each organization
- + Be strategic about how each of your efforts overlaps downtown
- + Example Community Organizations
 - Chamber of Commerce
 - Visitor's Bureau
 - Business Associations
 - Economic Development Agency
 - Schools
 - Institutions (i.e. hospital, colleges)
 - Municipality
 - County



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MAIN STREET APPROACH®



Community vision + Market understanding:

Establish a community vision for the Main Street district that acknowledges market realities and provides a foundation for future (re)development.

Key tools: local surveys, market data

Transformation Strategies

Select a strategy aligned with the community vision and local market to guide programming, planning and investment in the downtown district.

Key tools: focused strategy, implementable goals

Implementation and Measurement

Identify programming, partners and capital needed to implement transformation strategy; define measures of success to track impact over time.

Key tools: project work plans, data collection and tracking

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BOARD ROLES

Outcome Measurement + Impact

- Measure the success towards your district’s strategy Monitor progress and guide Organization
- Package and share impact and value
- Define next steps of success

Work Planning + Implementation

- Lead the planning and implementation of programming that follows chosen strategy



Community Vision

- Represent stakeholder’s interests
- Build consensus and a unified vision for the district
- Foster the community’s sense of ownership/engagement

Market Understanding

- Understand your district’s strengths, market conditions and opportunities

Transformation Strategy

- Define and maintain strategic direction for the Main Street Organization

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ORGANIZATIONAL ROLES

Board Members:

- + Strategy driven vs. project driven
 - Ensuring projects will have an impact on overall strategy
 - Evaluating projects against goals and measures of success
- + Ensure the organization continues to have a comprehensive focus
- + Approve projects once per year based on completed work plans
- + Continue to get updates on progress of projects based on the work plans throughout the year
- + Celebrate and increase awareness of the impacts of organization's efforts

Committee Members:

- + Align projects with strategy, goals and measures of success
- + Complete work plans for all projects to guide the work of the committee/ project team
- + Meet as often as necessary to assess progress and provide updates on projects based on the work plans
- + Measure the impact of projects
 - Defining measures of success for each project and incorporating a task to measure the impact

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MAIN STREET: A TWO-FOLD COMMITMENT

SUSTAINABLE DISTRICT TRANSFORMATION

EFFECTIVE REVITALIZATION PROGRAM

What we want to achieve






Main Street
Resource Center

So how do we make it happen?

Forward Together

Two hours that will help build a vibrant street scene... (text continues)

Be Involved.

Two hours of volunteering can create a street lined with flowers.

Be Invested.

A \$25.00 investment can provide a community event under the stars.

Be Together.

Together we can enhance appearances, strengthen the downtown economy, and pave the way to an exciting future.



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WORK PLAN PROCESS

1. Transformation Strategy Identification
 - Community vision
 - Market data
2. Strategy Development
 - Board identifies and sets goals
 - Develops measures of success
3. Strategy Implementation
 - Committees develop projects to meet Board goals
 - Work plans created for each project
4. Board reviews and approves work plans
5. Board approves annual budget
6. Board submits an annual budget to the municipality, if necessary

Desired Future State: Downtown Easton's Place Street district is reflected in its warm, inviting, clean and well-lit historic buildings and storefronts, with independent businesses and community organizations creating memorable experiences that are abundant throughout the district, historic preservation.

Overarching Goals	Reasons of Success	Possible Projects/Activities
Support sustainable improvements in the Downtown's built environment and physical realm.	1. Public improvements to built environment 2. Development in areas lacking parking 3. Outdoor spaces are utilized to maximize center of community 4. Historic building improvements lead to other desirable improvements 5. Increase in property owners upgrading/maintaining their buildings 6. Full storefronts	• Public improvements from City for improved downtown • Enhance downtown parking through identifying collaborative, publicly-manageable projects, e.g. tactical parking programs with the historic Society • Develop a "Main Street Start-up" packet
Enable the effort to achieve increased communication and collaboration with all community stakeholders.	1. Increase in business owner participation and knowledge of local initiatives 2. Increase in business owner participation in public forums 3. Increase in collaborative projects 4. Increase in positive social media presence 5. Increase in community engagement/participation	• Easton Main Street staff and board increase their participation with other downtown organizations • Solicit input from property owners and Board to inform organization • Create a "Main Street Start-up" packet • Develop a collaborative, publicly-manageable program, e.g. tactical parking program, with the historic Society
Enable Main Street's capacity to solicit, evaluate, and implement business and property owners, and American with appropriate resources.	1. All city departments 2. Increase in communication 3. Streamlined processes 4. Increase in available resources 5. Increase in the City's accountability 6. More opportunities through key partners	• Create a "Main Street Start-up" packet • Develop a "Welcome Visage" program • Expand knowledge base of staff and board members

MAIN STREET WORK PLAN

PROJECT: Historic OBA building to incubator space

BRIEF DESCRIPTION: Take a vacant building that OBA owns and create an open space to house 3-4 incubator shops/businesses at East Main St.

OBJECTIVE: Create additional open space for 3-4 incubator businesses

MEASURE OF SUCCESS: 3 incubator open space for 3-4 incubator businesses

MAIN STREET POINT: Economic Vitality **MAIN STREET POINT:** Economic Vitality

TRANSFORMATION STRATEGY: Support sustainable improvements in the Downtown's built environment and physical realm. **TRANSFORMATION STRATEGY:** Support sustainable communication and collaboration with all community stakeholders.

COMMUNITY LEADERSHIP GROUP: City Outreach **STRATEGY LEAD (OCHA):** City Outreach

PROJECT EXPENSES	BUDGET	ACTUAL EXPENSE
PROJECT REVENUE	BUDGET	ACTUAL REVENUE
Initial rental of vacant building	100,000	100,000
Interior renovation	100,000	100,000
Other support	100,000	100,000

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WORK PLAN COMPONENTS

Project Definition

Project Goals/Objectives

Task list

Timeline

Champion and Responsibility

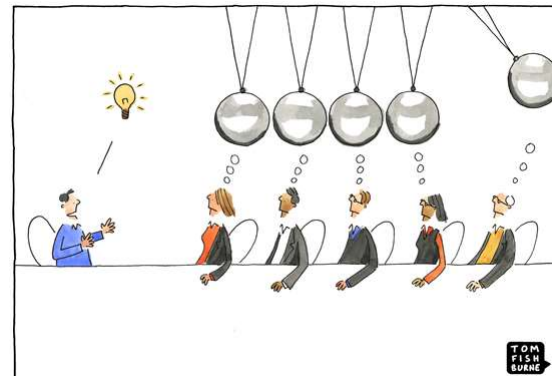
Budget

Measure of success

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BOARD ROLE IN WORK PLAN PROCESS

- + Not to micro-manage
- + Evaluate projects relative to goals and transformation strategy implementation
- + Ensure projects are meeting goals and strategy is being implemented
- + Budget – allocate money



©marketoonist.com

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Communicating the Value of Main Street

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MEASURE THE IMPACT

Why are we doing this project?

- How will it improve downtown?
- Is it targeting consumer groups to use downtown more?
- Is there community-wide support for the project?
- Do we have the resources to make the project impactful?
- How will we measure that impact?

- + Data collection is integral to demonstrating the value of Main Street and the success of the transformation strategy
- + Ultimate goal of showing the economic impact of Main Street programming
- + Develop a process for data collection for programming
- + Share and reflect on data
- + Use data to evaluate programming relative to the transformation strategy



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REINVESTMENT STATISTICS

- + Façade and Building Rehab Private and Public Investment
- + # of Buildings Sold
- + # of New Businesses
- + # of Full-time Jobs Added
- + # of New Housing Units
- + # of Rehab Housing Units
- + # of Events
- + # of Volunteer Hours



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PROGRAMMING MEASURES OF SUCCESS

- + **Define the Goal of the project**
- + **Determine the data to collect**
 - What do we need to know?
 - What will success look like?
- + **Agree on documentation method(s)**
 - Must be observable, measurable, and accessible
- + **Assign data collection**
 - Who will collect the data? Provide tools and training
- + **Share and reflect on the data**
- + **Use data to evaluate programming relative to the transformation strategy**

A collage of images related to Evert Main Street. At the top left is the Evert Main Street logo. To its right is a quote: "Downtown, Down to Earth. Small town hospitality meets the great outdoors, with unique dining and shopping in our historic downtown." Below this is a photograph of a street scene with historic buildings and trees. On the left side of the collage is a vertical infographic titled "State of DOWNTOWN" with the following data points: 3 Blocks, 65 Parcels, 45 Percent owners, 91 Public parking spaces, 35 First floor storefronts, 16 Residential units, 2 Restaurants, 13 Small businesses, and 27% Storefront vacancy rate. On the right side of the collage is a section titled "Evert Main Street is making a real difference." with text about the appeal of the downtown and a list of "Downtown's Goals" including supporting sustainable improvements, increasing communication, and developing Main Street's capacity.

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ANNUAL REPORT

Use data to:

- + Evaluate programming
- + Influence fundraising activities
- + Communicate value of Main Street to build relationships with key stakeholders
- + Demonstrate Economic impact

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BUILD STRONG RELATIONSHIPS



Within our District

- Spend time "on the street"
- Take time to learn
- Be a CONNECTOR
- Be an ADVOCATE
- Be a RESOURCE
- Be a PARTNER

Within our Organization

- "1-1" to understand their background, interests, perspectives, strengths, and needs / weaknesses
- Avoid silos - connect your leadership base with each other – at all levels!
 - Your Board with Committees
 - Committees with Committees
 - And with other organizations / groups

BUILD STRONG RELATIONSHIPS

Within our Community

- *Understand your community's make up*
- *Identify connectors to your district & organization*
- *Recognize challenges*



COMMUNITY OUTREACH

Group Meetings

- Specific stakeholders- businesses and property owners
- Civic, city and corporate

Public Relations

- Social Media
- Main Street brochure
- Newspaper articles/columns
- Annual reports
- Newsletters
- Posters



Historic Downtown Pulaski ^

About Events



Shop & See Eat & Drink Stay & Do

Get in Touch

Are you a business owner looking to connect? Or a potential visitor looking for cool things happening Downtown? We'd love to help you find what you're looking for just fill out the form below and we'll get back to you ASAP!

Downtown Jackson →

Name *

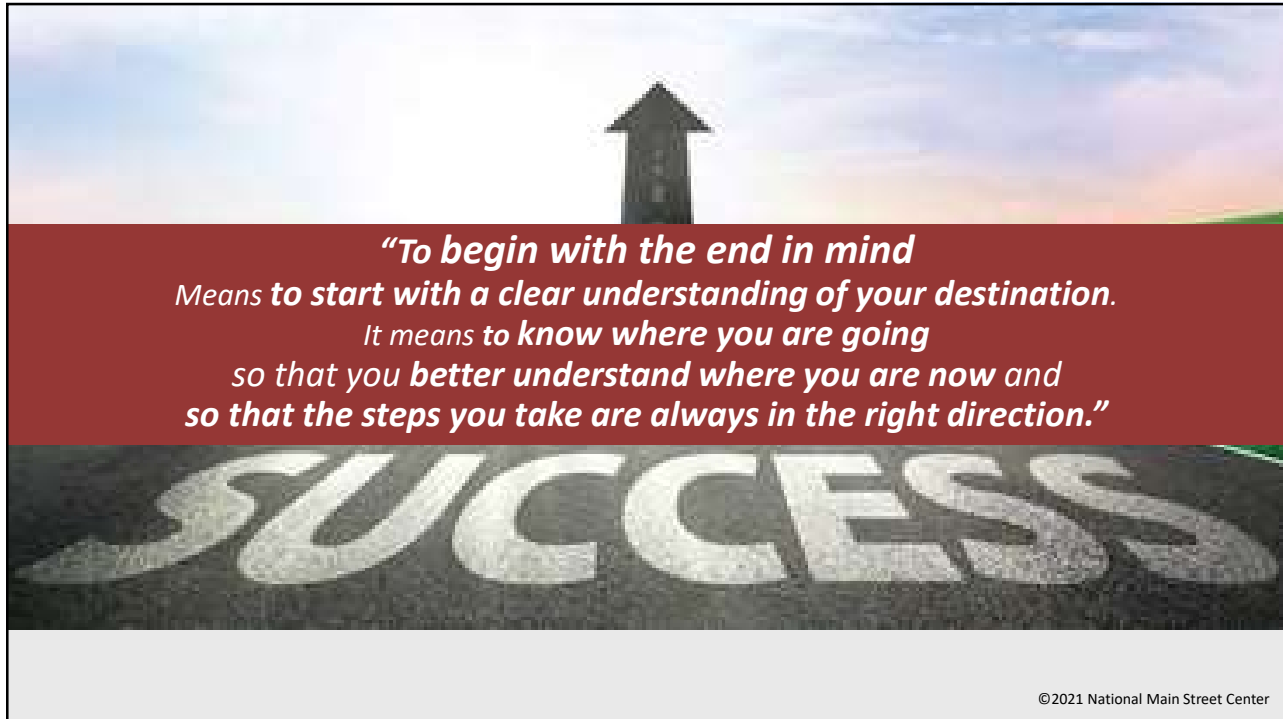
street Center



Questions?

LISA MULLINS THOMPSON, MSARP, HREDFP
Senior Program Officer
Main Street America
ltompson@mainstreet.org





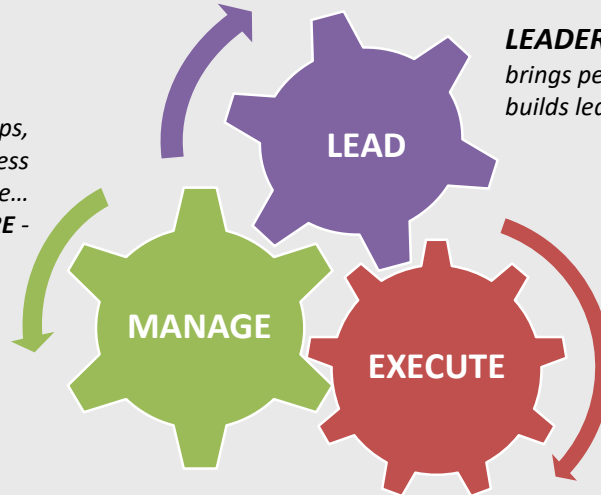
WHAT A LEADER IS AND IS NOT (NECESSARILY)...

IS	IS NOT
A social connector	An extrovert
Someone with passion for a specific topic	A know-it-all
A positive, optimistic reputation	Too cool for school
Able to inspire the actions of others	A motivational speaker
Someone who leads with integrity	A people pleaser
A thoughtful contributor	The person who speaks the most

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OUR MULTIFACETED ROLES IN REVITALIZATION

MANAGER: Develops, coordinates a process that empowers people...
- Values **STRUCTURE** -

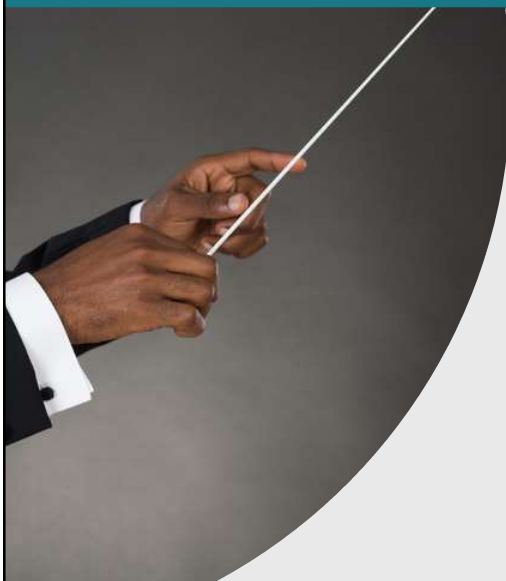


LEADER: Inspires, builds consensus, brings people together, recognizes & builds leadership... - Values **PEOPLE** -

DO-ER: leads by example, **WITH** and not just **FOR**...
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LEADING AND MANAGING

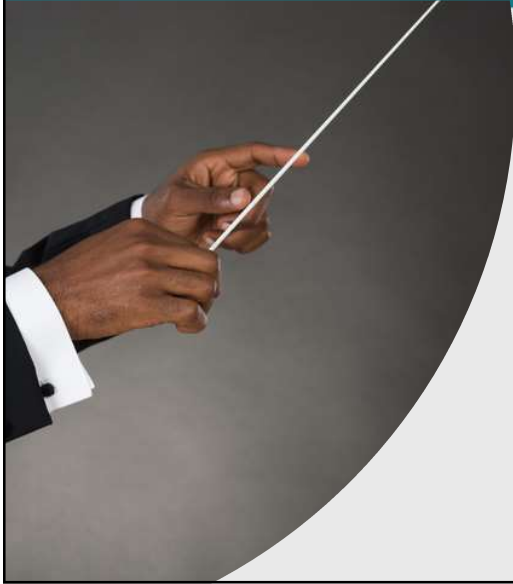


BEYOND MANAGING PROJECTS, MANAGING THE PROGRAM!

- ❖ **Maximize the value of human resources / Investment**
 - **Skills** – fostering the “right” fit, development
 - **Time** – efficient & effective (don’t waste it!)
 - **Financial** – focus on value – impact & results
- ❖ **Develop an environment in which people can succeed**
 - Day-to-Day Operations
 - Processes: Development, Planning, Evaluation
 - Internal & External Communication
- ❖ **Forges action-driven programming & Impact**
 - The Mission for MS, the Vision for the District
 - Strategy – direction, balanced focus & implementation
 - Results – quantifying & qualifying value - packaging & promoting it!

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LEADING AND MANAGING



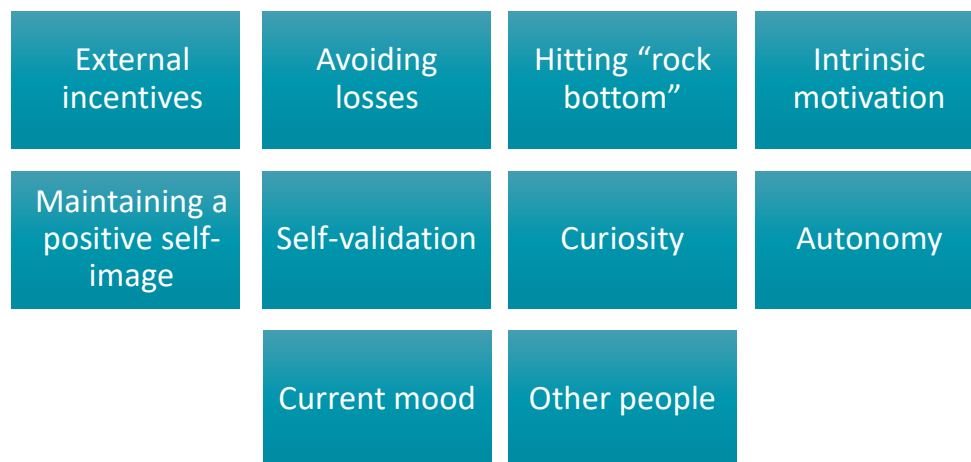
ELEVATING OUR FOCUS: LEADING PEOPLE

1. **Build relationships** that foster understanding, confidence, trust, and **sense of ownership** that instills a *culture of engagement and investment* in the district and its Main Street program.
2. **Bring people together** to connect with each other, build consensus for a common vision and direction.
3. **Identify people's strengths** and work with them to **recognize their role(s) in the organization**.
4. **Empower people to lead** through clearly outlined opportunities for engagement.

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WHAT MOTIVATES PEOPLE?

<https://www.psychologytoday.com/us/blog/science-choice/201904/the-10-most-common-sources-motivations>

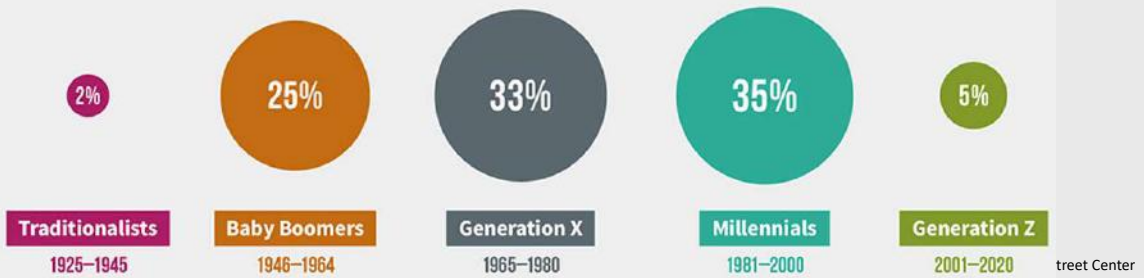


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GENERATIONAL DIFFERENCES IN THE WORKPLACE

One size doesn't fit all when it comes to today's workforce—five generations of workers means five approaches to work.¹ Learn how to adjust to a multigenerational workforce.

Current U.S. workforce numbers²:



TRADITIONALISTS BORN: 1925 – 1945

DEPENDABLE | STRAIGHTFORWARD | TACTFUL | LOYAL

Shaped by: The Great Depression, World War II, radio and movies

Motivated by: Respect, recognition, providing long-term value to the company

Communication style: Personal touch, handwritten notes instead of email

Worldview: Obedience over individualism; age equals seniority; advancing through the hierarchy

Employers should:

Provide satisfying work and opportunities to contribute; emphasize stability



Baby Boomers who plan to work past age 65³

10,000
Baby Boomers reach retirement age every day⁴

BABY BOOMERS BORN: 1946 – 1964

OPTIMISTIC | COMPETITIVE | WORKAHOLIC | TEAM-ORIENTED

Shaped by: Vietnam War, Civil Rights Movement, Watergate

Motivated by: Company loyalty, teamwork, duty

Communication style: Whatever is most efficient, including phone calls and face to face

Worldview: Achievement comes after paying one's dues; sacrifice for success

Employers should:

Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback

Street Center

GENERATION X BORN: 1965 – 1980

FLEXIBLE | INFORMAL | SKEPTICAL | INDEPENDENT


Shaped by: The AIDS epidemic, the fall of the Berlin Wall, the dot-com boom

Motivated by: Diversity, work-life balance, their personal-professional interests rather than the company's interests

Communication style: Whatever is most efficient, including phone calls and face to face


Worldview: Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

Employers should:
Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development



55%
Startup founders who are Gen Xers—the highest percentage⁹

BY 2028
Gen Xers will outnumber Baby Boomers⁸



75%
Percentage of global workforce to be made up of Millennials by 2025⁷

15%
Millennials ages 25–35 living at home with their parents⁸

MILLENNIALS BORN: 1981 – 2000

COMPETITIVE | CIVIC- AND OPEN-MINDED | ACHIEVEMENT-ORIENTED

Shaped by: Columbine, 9/11, the internet

Motivated by: Responsibility, the quality of their manager, unique work experiences

Communication style: IMs, texts, and email

Worldview: Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don't like change

Employers should:
Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback

tional Main Street Center

GENERATION Z BORN: 2001 – 2020

GLOBAL | ENTREPRENEURIAL | PROGRESSIVE | LESS FOCUSED


Shaped by: Life after 9/11, the Great Recession, access to technology from a young age

Motivated by: Diversity, personalization, individuality, creativity

Communication style: IMs, texts, social media

Worldview: Self-identify as digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative coworkers, and new technologies

Employers should:
Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent



40%
Gen Zers who want to interact with their boss daily or several times each day⁹

84%
Gen Zers who expect their employer to provide formal training¹⁰

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EMPOWERING YOUTH



WE BELIEVE THESE LEADERS HAVE IDEAS READY TO IMPLEMENT NOW, NOT IN TEN YEARS.

Leadership takes all forms, and Indy requires all types of leaders. The 1828 Leadership Project convenes both traditional and non-traditional leaders in an effort to diversify Indianapolis' unique civic ecosystem. Relationships forged across these sectors – from nonprofit leaders and entrepreneurs to artists and educators – result in a more inclusive vision for the city's future (and a more representative group of doers and change-makers on the front lines).

Fundamental to the philosophy of 1828 is that these leaders are ready to lead and have ideas ready to implement now. Through 1828, IndyHub will seek to assist in the development of these projects and passions by connecting these individuals with resources and people who can help them fully realize their big ideas.

WE ARE ABLE TO PROVIDE THIS LEADERSHIP EXPERIENCE AT NO COST TO 1828 LEADERSHIP PROJECT CLASS MEMBERS, PARTLY IN THANKS TO INDIVIDUAL CONTRIBUTORS SUCH AS YOURSELF. PLEASE CONSIDER MAKING AN INVESTMENT AND SUPPORTING OUR CITY'S FUTURE GENERATION OF LEADERS.

THANK YOU TO OUR 1828 PROJECT SPONSORS

ih 1828 LEADERSHIP PROJECT

Presented by: citizens energy group

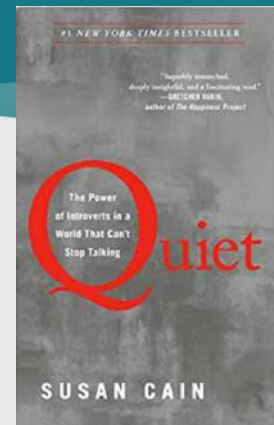
MEET CLASS XII



Center

INTROVERTS BELONG, TOO!

And what I'm saying is that culturally, we need a much better balance. We need more of a yin and yang between these two types. This is especially important when it comes to creativity and to productivity, because when psychologists look at the lives of the most creative people, what they find are people who are very good at exchanging ideas and advancing ideas, but who also have a serious streak of introversion in them.



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TWO TYPES OF LEADING

PASSIVE	ACTIVE
Leading by example	Active listening
Walking the walk	Open mindedness
Talking the talk	Assertiveness
A positive reputation	Leveraging networks
Affecting things from the inside	Trust-building
Letting people come to you	Interpersonal

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ESTABLISHING A STRONG FOUNDATION FOR YOUR LEADERSHIP

- ***What's the program's ideal?***
- ***Where is the program at this point?***
- ***What are YOU willing to do to get to the ideal?***
- ***How do YOU keep it going?***

Strategy without Leadership
goes nowhere;

Leadership without Strategy
has nowhere to go.

C. L. Harshman

LEADERSHIP DEVELOPMENT MATRIX

MATRIX	LEAD	MANAGE	
OVERALL STRENGTHS	← KNOW / VALUE		

MY DAILY JOURNAL

Date: _____

Activity	Time Invested	What was my main ROLE? (Lead - Manage - Execute)

OVERALL, I FEEL THE DAY WAS:

Successful? - and why? _____

Productive? - and why? _____

Supportive of the program's strategies and goals? _____

THOUGHTS ON THE **STRENGTHS** I BROUGHT TO TODAY'S EFFORTS:

THE #1 WALL STREET JOURNAL BESTSELLER

DON CLIFTON
Father of Strengths Psychology and
Inventor of the Clifton StrengthsFinder

STRENGTHS FINDER 2.0

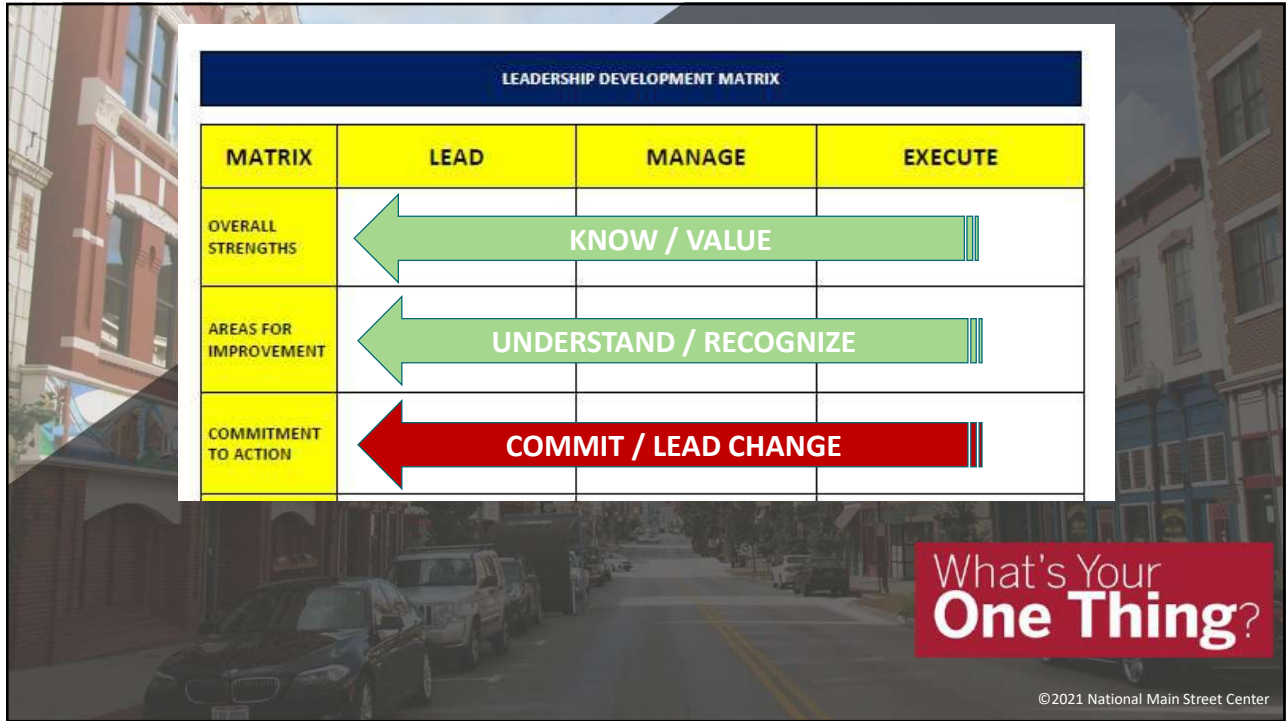
FROM GALLUP

Tom Rath

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LEADERSHIP DEVELOPMENT MATRIX

MATRIX	LEAD	MANAGE	EXECUTE
OVERALL STRENGTHS	← KNOW / VALUE		
AREAS FOR IMPROVEMENT	← UNDERSTAND / RECOGNIZE		



LEADERSHIP DEVELOPMENT MATRIX

MATRIX	LEAD	MANAGE	EXECUTE
OVERALL STRENGTHS			
AREAS FOR IMPROVEMENT			
COMMITMENT TO ACTION			
SUPPORT SYSTEM			
PROGRESS & RESULTS			

DON'T LET PERFECTION
GET IN THE WAY OF
PROGRESS.

← CELEBRATE

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MANAGING EXPECTATIONS

The Main Street Director:
A master of all trades?

1

Identifying and understanding our STRENGTHS

2

Recognizing our WEAKNESSES

3

Building a base / surrounding ourselves with PEOPLE that brings additional and complimentary knowledge, expertise, and experience...



ORGANIZATION

ECON/VITALITY

DESIGN

PROMOTION

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MANAGING EXPECTATIONS

TEAM BUILDING & LEADERSHIP DEVELOPMENT

ORGANIZATION	ECON/VITALITY	DESIGN	PROMOTION
<ul style="list-style-type: none"> <input type="checkbox"/> Communications <input type="checkbox"/> Public Relations <input type="checkbox"/> Volunteer dev. <input type="checkbox"/> Organizational branding <input type="checkbox"/> Financial management <input type="checkbox"/> Fund-development 	<ul style="list-style-type: none"> <input type="checkbox"/> Small Business / Entrepreneurship Dev <input type="checkbox"/> Business planning / financing <input type="checkbox"/> Interior Design, Visual Merchandising <input type="checkbox"/> Real estate development 	<ul style="list-style-type: none"> <input type="checkbox"/> Historic Preservation <input type="checkbox"/> Planning, Design, <input type="checkbox"/> Architecture, Construction <input type="checkbox"/> Landscaping, gardening <input type="checkbox"/> Arts 	<ul style="list-style-type: none"> <input type="checkbox"/> Marketing <input type="checkbox"/> advertising <input type="checkbox"/> Branding <input type="checkbox"/> Event coordination <input type="checkbox"/> Logistical Management

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KEY CHARACTERISTICS OF EFFECTIVE LEADERSHIP



Value People

Build Capacity

Lead through Strategy

Stand on Solid Ground

Never Stop Learning

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STANDING ON SOLID GROUND



*...must have the skills and foresight to build, maintain, and convey a **unified voice for the organization***

*...and **be clear** about what the program should be involved in and how best to advance the strategy for the district.*

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8 MAIN STREET GUIDING PRINCIPLES...

1. *Comprehensive*
2. *Incremental*
3. *Community-driven*
4. *Public & Private effort*
5. *Builds on existing assets*
6. *Quality*
7. *Change*
8. *Implementation-oriented*

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KEY PROFESSIONAL VALUES IMPORTANT TO *YOU*



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POST YOUR VALUES WHERE YOU CAN SEE THEM

Where should you post them?
Write your core values in order of priority in your planner, so they are available as an easy reference when you are faced with decisions. Put them on a sticky note on the edge of your computer screen. Or make a background with them on it for your cell phone.

1. Live in freedom.
2. Act with mindfulness.
3. Promote well-being.
4. Multiply happiness.
5. Seek opportunities for making a difference.


Adam Grant 
 @AdamMGrant

Following your passion is a luxury.
 Following your values is a necessity.

Passion is a fickle magnet: it pulls you toward your current interests.
 Values are a steady compass: they point you toward a future purpose.

Passion brings immediate joy.
 Values provide lasting meaning.

CONFLICTS & SOLUTIONS

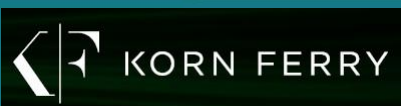
Conflict Resolution

- Ideology & Religion should not be part of the discussion
- Recognizing fear as a factor of both sides
- Respect
- Creative Solutions
- Recognition of Injustice on both sides
- Willingness to forgive and to be forgiven
- No Belligerence
- Using the techniques of emotional intelligences
- Soul Profile
- Understands values
- Never proving the other wrong/or make them lose face

Conflict Resolution Rules

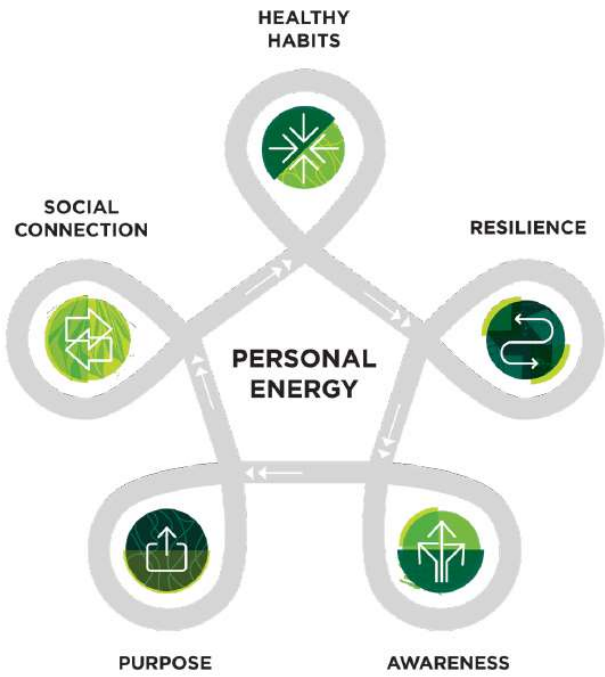
1. Agree to resolve the conflict.
2. Take turns talking and do not interrupt.
3. No name calling.
4. Be truthful about what is bothering you, and state it clearly.
5. Listen to the other person, and be sure you understand, how they understand the problem.
6. Be willing to compromise.

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Optimizing Personal Energy


5 pillars to sustain wellbeing and performance



PERSONAL ENERGY



THE LEADER IN YOU

- Commitment to **WORK & LIFE BALANCE** and **SELF-CARE** (time for self, mind-dumps, stop allowing work to consume personal life,)
- **Keep LEARNING**, seek knowledge, trainings, improve skills, read more
- **Keep & depend on your values** (respectful, patient, positive, smiling, believing, gratitude)
- **Value your abilities**, stop underestimating or doubting yourself, **stop assuming**



LEADING YOU & OTHERS

- **Build, foster, improve RELATIONS**, get out of comfort zone, maintain, increase **communication**, direct interaction
- **Really engage people**, recognize talents, leverage skills, **acknowledge** efforts, **DELEGATE** more to **grow organizational leaders / build stronger volunteer base**, stop trying to do everything, stop taking on projects, **NO** can be a good word.

BURN OUT



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Adam Grant ✓
@AdamMGrant

In burnout cultures, people are judged by the sacrifices they make. Hobbies, vacations, and even family time are viewed as distractions to penalize.

In healthy cultures, people are judged by the commitments they keep. Interests outside work are seen as passions to celebrate.

KEY PHRASES – SETTING BOUNDARIES

- "I appreciate your enthusiasm, but I need to set some boundaries to ensure I can prioritize effectively."
- "Let's establish clear boundaries around our roles and responsibilities to avoid overstepping."
- "I'm committed to maintaining a healthy work-life balance, so I won't be available after [specific time] for non-urgent matters."

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KEY PHRASES – PRIORITIZING SELF CARE

- "I'll need to prioritize self-care this evening. Taking care of myself allows me to be more effective in my role."
- "I've scheduled some time for self-care this weekend to recharge and come back refreshed on Monday."
- "Part of being a strong leader is modeling self-care behaviors. I encourage everyone to take breaks when needed."

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KEY PHRASES – COMMUNICATING LIMITS

- "I'm at capacity right now, so I won't be able to take on any additional tasks."
- "I'm willing to do [task] but can you help me deprioritize other items on my to-do list?"
- "I've reached my limit for the day, so I'll need to pick this up tomorrow."
- "I need to step back from this project to maintain balance in my workload. Can we discuss delegating tasks?"

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KEY PHRASES – ASSERTING PERSONAL NEEDS

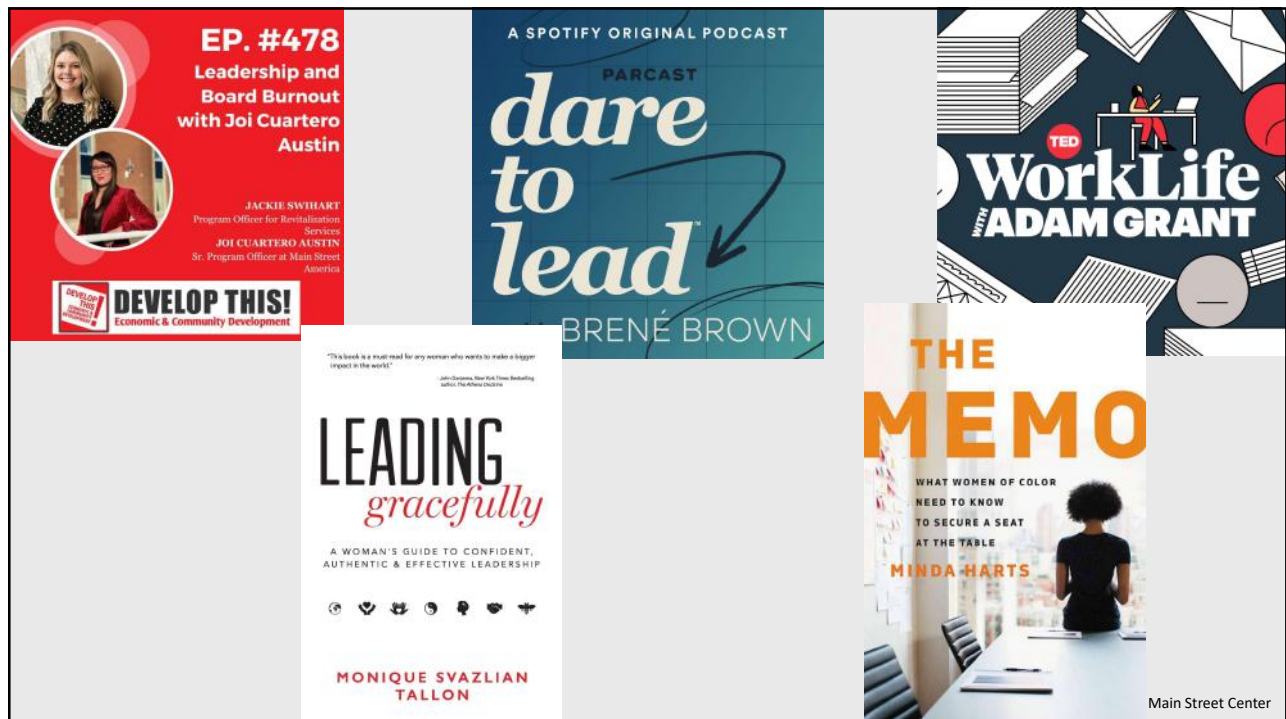
- "I need to take a personal day tomorrow to address some important matters outside of work."
- "I've noticed I've been feeling overwhelmed lately, so I'm going to prioritize some self-care activities this week."
- "I'm committed to being present with my family tonight, so I won't be checking emails after [specific time]."

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KEY PHRASES – TEAM BOUNDARIES

- "Let's encourage each other to take breaks and prioritize self-care. It's essential for our well-being and productivity."
- "Respecting each other's boundaries is crucial for maintaining a healthy team dynamic. Let's be mindful of that."
- "I want to create a culture where everyone feels comfortable setting boundaries and prioritizing their well-being. Let's support each other in that."

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LIVE YOUR
CORE VALUES!

*If we can get to the place
where we show up as our
genuine selves, and let each
other see who we really are,
the awe-inspiring ripple effect
will change the world.*

Terrie M. Williams

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THE ULTIMATE SOLUTION TO BURNOUT...

RIGHTSIZE

THE WORK!

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REFLECTIONS



What's your ONE THING you'll take with you from this week?



What will you hold yourself accountable to? How?