



## ORGANIZATION

Involves Creating a Strong Foundation  
For a Sustainable Revitalization Effort,  
Including Cultivating Partnerships,  
Community Involvement, and  
Resources for the District

## Managing Human & Financial Resources

This tech sheet serves to outline basic organizational procedures for a designated North Carolina Main Street Community charged with implementing a downtown revitalization initiative based on the National Trust for Historic Preservation's comprehensive Four-Point Approach™: Organization, Design, Promotion and Economic Vitality.

**Nonprofit Procedures: A nonprofit organization must establish procedures for managing the human and financial resources of the organization and for annual planning and growth.**

### Employees:

If the director is a city employee the employee will follow those personnel policies. Otherwise, here are a few basic employee roles & responsibilities that should guide your organization when it comes to staff.

- A written job description for each staff member.
- Prepare employment contracts or agreements that outline the expectations and responsibilities of serving the organization and outline the salary and compensation package that is mutually agreed upon.
- Train staff to successfully administer the Main Street downtown revitalization initiative.
- Develop a work plan for each staff member that clearly defines expectations of what they will accomplish.
- Establish a form for evaluating staff.
- Plan for staff positions and establish a system for filling staff vacancies.
- Conduct annual evaluations of all staff in accordance with the organization's Personnel Policy and compensate staff accordingly.

### Volunteers: Board of Directors

- Utilize a board member matrix to identify skills and talents of existing board members and to identify gaps in the organization's skills and talents that may be needed in order to accomplish the organization's mission, goals and objectives
- Follow the organization's bylaws to appoint new board members
- Maintain a current Board Member Roster and update annually or each time board members change
- Write job descriptions for board members and officers
- Prepare a board contract that outlines the expectations and responsibilities of serving on the board
- Prepare a board notebook for each board member and conduct new board member training at the beginning of the fiscal year and include:
  - The Main Street Four-Point Approach
  - History of the organization, vision for downtown, mission, goals and objectives of the organization
  - Contact information for Board members & staff
  - General job description for a board member
  - ALL time commitments involved including retreats, committee meetings and special events.
  - Any financial commitments required
  - Strengths and weaknesses of the organization
  - Why the board member was asked to serve on the board

# Managing Human & Financial Resources

## Volunteers: Committee Members

- Establish committees in accordance to the organization's bylaws. NCMS recommends establishing committees in accordance to the Main Street Four-Point Approach: Organization, Design, Promotion, and Economic Restructuring. Many nonprofits also have an executive committee to address day-to-day business that may occur between board meetings.
- Maintain a current Committee Member Roster and update annually or each time committee members change.
- Elect committee chairs that are board members. Establish expectations for each committee chair to report on their committee's work at each board meeting.
- Write job descriptions for each established committee and committee chair.

**Conduct New Committee** member training for each committee at the beginning of the fiscal year to include:

- The Main Street Four-Point Approach
- History of the organization, vision for downtown, mission, goals and objectives of the organization
- Contact information for committee members & staff
- General job description for committee members
- ALL time commitments involved including retreats, committee meetings requires
- Strengths and weaknesses of the organization
- Why the committee member was asked to serve on the committee

## Volunteer Roles & Responsibilities, Roster and System for Recruitment

- Define tasks and opportunities for individuals and community organizations to volunteer in downtown.
- Write job descriptions for each volunteer opportunity
- Maintain a current volunteer roster and update annually or as needed
- Conduct training for all volunteers
- Track all volunteer hours

**Annual Planning:** Establish an annual planning process that is aligned with the organization's fiscal year. This is usually completed prior to funding requests. The annual plan should include either establishing if not already established, or review of and refining:

- The community's Economic Drivers : the reasons that people come to the community to work, live or play
- A community-wide vision for downtown: the economic role of downtown
- The mission of the organization: the job or purpose of the organization in accomplishing the vision for downtown
- Goals of the organization for each of the four points: what the organization is going to do in order the accomplish the mission of the organization and the vision for downtown
- Objectives: why the organization is going to accomplish the goals that they have outlined
- Strategies: how the organization is going to accomplish the goals and objectives that they have outlined
- Define Tasks: the steps that the organization is going to take to accomplish the strategies that they have outlined

# Managing Human & Financial Resources

## Meetings, Agendas, Minutes & Voting

### Board Meetings & Agendas

- Establish a regular time and place for the board to meet
- Properly call board meetings in accordance to the bylaws
- The Executive Committee and Staff should jointly establish the board agenda that allows time for the board to:
  - take action (to vote) on items necessary for the organization and staff to conduct business the following month or year.
  - become more educated about the Main Street program
  - hear action reports from the work of the committees
  - define parameters & process for public input – seating, specific time on agenda to speak, etc.
- Remember that the purpose of board meetings is to allow time for the board to conduct board business. The Board President should manage the board meeting to accomplish this objective.
- Educate officers and board members on what issues are able to be discussed in private session (personnel and real estate)

### Committee Meetings & Agendas

- Establish a regular time and place for the committees to meet
- The Committee Chair and Staff should jointly establish the committee agenda that allows time for the committee to:
  - discuss and plan the specifics of accomplishing the goals, objectives and strategies as outlined by the board of directors
  - become more educated about the Main Street program

### Minutes

- Responsibility of the Organization's Secretary or assigned staff to maintain minutes of the organization
- Responsibility of the Committee's chair or assigned staff to maintain minutes of each committee
- May need to record the meeting in order to supplement notes taken by hand
- Attach any documents handed out at meeting to meeting minutes
- Should have paper and electronic copies as back-up
- Make sure you thoroughly document all votes and actions taken.
- Minutes are open record. Establish a system where the public may access minutes if requested, either electronically or hard copy.

### Voting:

Votes should be taken on:

- Financial matters, including annual budget
- Personnel matters
- Committee matters
- Annual plan of work
- Actions necessary for moving the organization forward on the annual plan or projects

# Managing Human & Financial Resources

## Financials & Annual Budget

- Maintain financial records
- Establish financial procedures in accordance to your organization's structure.
- If the organization operates as a quasi with the director as a city employee or an advisory board to the city then financials will be managed by the city.
- Establish a bookkeeping system (Usually QuickBooks or similar program or city finance department).
- Establish policy and system for paying payroll and invoices (NCMS recommends two signatures on each check. You may consider three or four approved signatures and any combination is acceptable)
- Manage ALL donations and contributions in accordance to nonprofit best practices and in accordance to the terms of the contributions (reporting, tax exemption receipts, etc.)
- Responsibility of the organization's Treasurer to report on financial status of the organization at each board meeting
- Conduct established audits or financial reviews by an outside source (CPA firm)
- Establish division of financial duties as recommended by the auditors
- File 990's and all tax reports

## Budget

- Establish a sustainable annual budget that diversifies revenue sources and defines expenditures by Personnel, Operating and Programming costs.
- If the downtown has a municipal service district establish guidelines on the use of these specific funds.
- Align the budget to accomplish the annual plan of work.
- Approve by the board of directors
- Present to all funding partners as needed

## Telling Your Story

*develop a system for telling your organization's success story. This should include telling it numerically, visually and aurally.*

### Articulate positive change numerically through:

- Tracking downtown properties and businesses-openings and closings, employees added or lost, public and private investments, change in property values due to improvements, etc.
- Track impact of special events downtown-attendance, spending, leverage for other activities
- Create an Annual report
- Publish statistics in newsletters, website and include in public presentations
- Budget and salary statistics (done by Organization committee)
- Annual Statistical Summary (completed by Econ Restructuring committee)

### Articulate positive change visually through:

- Before and After photos
- Use vacant store windows to advertise plans for downtown improvements
- Create a website, newsletter, YouTube® video, etc.
- Public presentations that will utilize this positive imagery
- Annual meetings and merchant/property owner meetings
- Nominate projects for NC Main Street award

### Articulate positive change aurally through:

- Testimonials from business and property owners and share them
- Take time at each board meeting to talk about the impacts of different projects taking place downtown.
- Have board members relate progress in the downtown to their social and business networks
- Be on the street to meet with property and business owners every week. Set up appointments if necessary.