

COMMITTEE JOB DESCRIPTIONS AND ROLES

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Main Street organizations are grassroots initiatives that recognize they need to elicit support from the entire community to be agents of change. This support typically comes in the form of volunteers serving on committees or task forces to help plan and execute projects or goals of the Main Street organization's annual work plan.

Role of a Committee: Develop and implement projects and activities based on the vision for downtown and board goals and objectives. Committees are the way organizations:

- Distribute work load
- Give members a chance to participate
- Solicit new ideas and partnerships
- Orderly planning and carrying out work of the organization
- Train members for positions of more responsibility
- Build leadership
- Carries out essential functions that otherwise would require the time of the board

Committee Chairperson Responsibility

- Provides leadership
- Participates in choosing members
- Organizes work load of committee
- Prepares agenda in cooperation with the Executive Director
- Calls meetings
- Runs meetings, keeps them on schedule, uses committee time effectively
- Ensures that each committee member's opinion is heard and respected
- Delegates tasks
- Follows up with committee members to see that work is progressing and on time
- Reports to board on committee progress
- Helps identify and train next chairperson

Member Role in Committee

- Commits to at least one year of service
- Attends meetings
- Works 3 to 5 hours per month outside of committee meetings
- Attends trainings
- Prepares for meeting/does "homework"
- Follows through on promises
- Recruits/orients new members
- Cooperatively drafts annual work plan
- Always presents the organization positively to the public

Staff Role in Committee

- Staff does most of its work outside the meeting
- Once a meeting begins, chairperson takes the greater part of responsibility
- Plays a low-key role
- Assists with mechanics, technical questions
- Collects, analyzes, synthesizes data
- Collaborates with the chairperson as a strategist/planner

Correcting Absenteeism

- Ask why members aren't attending
- Use 2-media communication — if notice is sent, follow-up with a phone call or vice versa

STANDING COMMITTEES' AREAS OF RESPONSIBILITY

Promotion Committee

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

Typical Members:

- Downtown Business Owners
- Merchants' Association
- Chamber of Commerce
- Local Art Association,
- Hospital Marketing Department
- Library
- Civic Associations or Special Interest Clubs
- Bank or

Specific functions:

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

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

Design Committee

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

Typical Members:

- Property Owner
- City Building or Planning Staff
- Architects or Interior Designers
- Landscapers
- Graphic Artists
- Sign Painters
- Contractors
- Historic Commission Representatives
- Artists
- Citizens Interested in Good Design

Specific functions:

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

Economic Vitality Committee

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

Typical Members:

- Financial Institutions or Advisors
- Realtors
- Chamber of Commerce
- Economic Development Professionals
- Merchants
- Property Owners
- Attorneys
- Business Teachers

Specific Functions:

- Works to strengthen existing core area businesses and, eventually, to recruit additional businesses through such programs as the development of business assistance teams, sponsorship of business seminars, identification of market opportunities and dissemination of relevant information to existing and potential businesses, development of promotional literature describing the district business environment, and development of incentive programs to stimulate business growth.
- Monitors changes in the local market on an ongoing basis, assesses the local market share within the district and the region, measures the involvement of various market groups in district commercial, monitors sales leakage or surplus, and assesses the district's mix of retail, commercial, residential, recreational and civic space.
- Directs activity related to core area commercial and real estate development.
- Works with the Design Committee to plan and implement appropriate incentives to encourage design improvement and property development activity.
- Works with the Promotion Committee to monitor and adjust the district promotional plan to increase the local, market share.
- Establishes a sound working relationship with local and regional financial institutions, business assistance organizations and other businesses and agencies providing assistance in areas related to core area economic development.
- Conducts and maintains a comprehensive inventory of core area businesses.
- Allocates funds for core area economic development activity in accordance with the Main Street program's overall annual budget and work plan.
- Becomes familiar with city, county and regional economic development strategies and coordinates projects when possible, utilizing economic development programs already in place and investigating the creation of new programs when appropriate.
- Promotes the core area as a good place for commercial and real estate development activity.

Outreach Committee

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

Typical Members:

- Librarians
- Accountants or Book Keepers
- Bankers
- Major Employer Representatives

- School District Employees
- Community Members
- Service Organizations
- Professional Services

Specific Functions:

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

Outreach Subcommittees:

The tasks of the Outreach Committee are so important that many local Main Street organizations divide its responsibilities into three standing subcommittees:

Nominations Subcommittee: Effective Board and committee candidates rarely emerge from the recommendations of a nominating committee formed one week before Board elections. Instead, nominating good candidates requires year-round awareness of the local Main Street organization's needs and of the contributions of productive volunteers to the organization. The Nominations Subcommittee is responsible for ensuring that the nominations process is handled in a responsible and democratic way. In addition, the Nominations Subcommittee is often responsible for new Board member orientation. Subcommittee members should collect materials, accompany new Board members to their first meeting and call them afterward to see if there are any questions. Often, former and current Board members who do not wish to run for office again make good Nominations Subcommittee members. Be sure this Subcommittee is aware of the importance of its responsibility, and give it sufficient lead-time to find suitable candidates.

Volunteer Development Subcommittee: Every volunteer organization needs a committee that encourages people to join and finds a place for them where they will be happy and productive. The task of the Volunteer Development Subcommittee is to develop activities to identify new volunteers, provide appropriate orientation and training, and develop a recognition program.

Fundraising Subcommittee: The Fundraising Subcommittee's primary responsibilities are to plan and conduct annual fundraising activities for the local Main Street program and to ensure that adequate funding is in place at all times. The Fundraising Subcommittee requires a high energy, enthusiastic chairperson. This position must be filled by a Board member, not a staff person. It is not productive or efficient to ask a staff person to raise his or her own salary. The Fundraising Subcommittee must have a plan to be effective, and the Board should work closely with the Subcommittee to establish fund raising goals and a realistic timetable.