



**MAIN STREET
AMERICA™**

Nationally recognized.
Locally powered.™

HOW TO MAINTAIN A SUSTAINABLE MAIN STREET ORGANIZATION

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Great Lakes Main Street Conference

August 19, 2019

AGENDA

- + Organization: growth and sustainability
- + Volunteers: recruitment and retention
- + Hiring staff: strategy and fundraising
- + Q&A

THE MAIN STREET APPROACH®

Build a diverse economic base | Catalyze smart new investment | Cultivate a strong entrepreneurship ecosystem

**ECONOMIC
VITALITY**

Create an inviting, inclusive atmosphere | Celebrate historic character | Foster accessible, people-centered public spaces

DESIGN

**COMMUNITY
TRANSFORMATION**

ORGANIZATION

PROMOTION

Build leadership and strong organizational capacity | Ensure broad community engagement | Forge partnerships across sectors

Market district's defining assets | Communicate unique features through storytelling | Support buy-local experience

ORGANIZATION: AREAS OF RESPONSIBILITY

- **Promoting the Program**

- Selling your program/efforts

- **Fundraising**

- For downtown and your organization

- **Volunteer Development**

- Recruitment and management strategies

- **Work Plans**

- Managing the scope of work

Operations

- Office Administration
- Staff Management
- Fiscal & Legal Accountability

- Staff & Volunteer Training
- Action Planning & Coordination
- MS Designation / Reporting

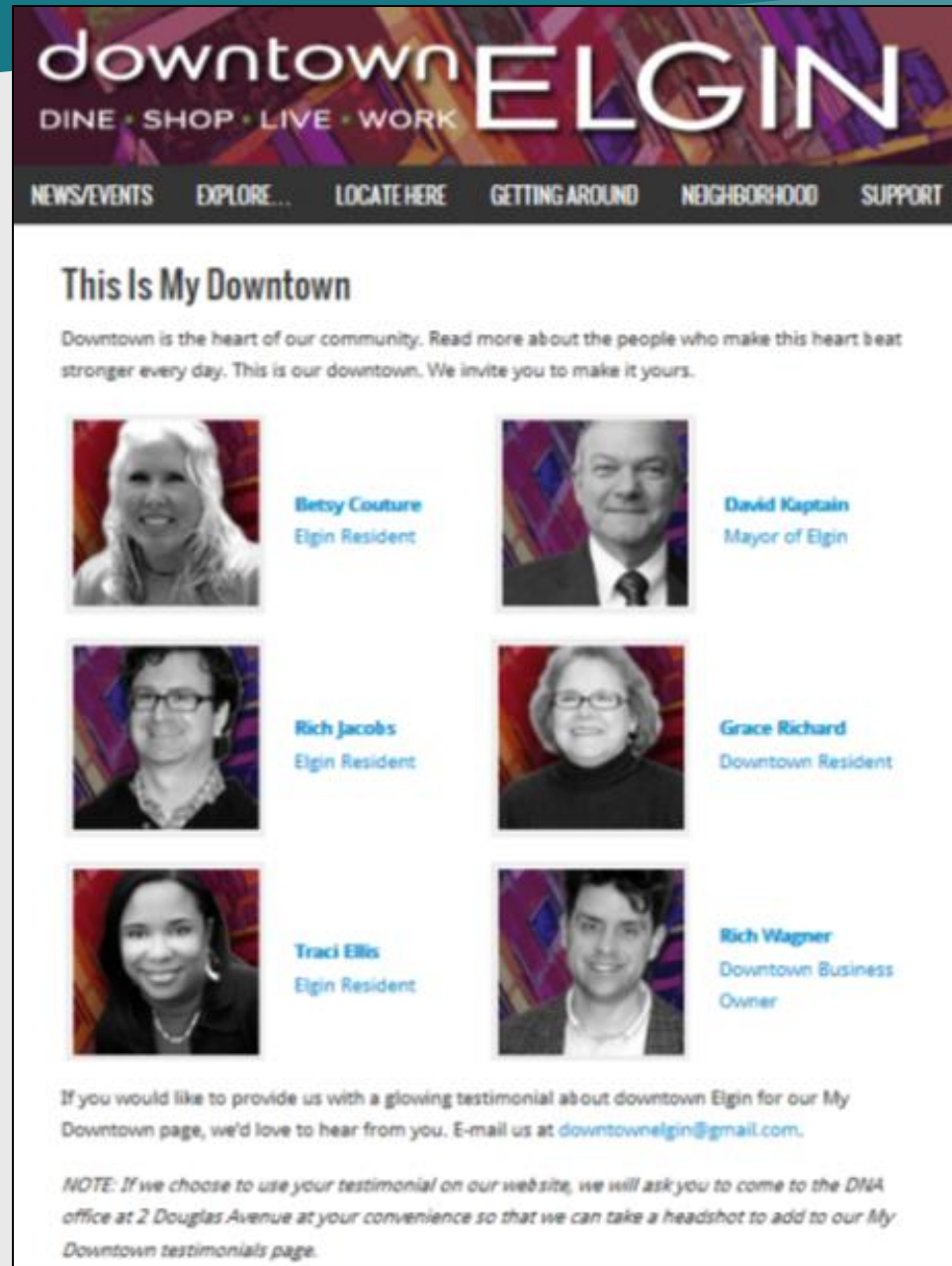
HOW DO WE BUILD A SENSE OF OWNERSHIP?

“WITH” versus “FOR”



WHEN DO PEOPLE OWN REVITALIZATION?

- When **THEY** recognize the importance of having a **ROLE** in the process.
- When **WE** recognize that everyone has a role in the process.









downtown ELGIN
DINE • SHOP • LIVE • WORK

NEWS/EVENTS EXPLORE... LOCATE HERE GETTING AROUND NEIGHBORHOOD SUPPORT

This Is My Downtown

Downtown is the heart of our community. Read more about the people who make this heart beat stronger every day. This is our downtown. We invite you to make it yours.

	Betsy Couture Elgin Resident		David Kaptain Mayor of Elgin
	Rich Jacobs Elgin Resident		Grace Richard Downtown Resident
	Traci Ellis Elgin Resident		Rich Wagner Downtown Business Owner

If you would like to provide us with a glowing testimonial about downtown Elgin for our My Downtown page, we'd love to hear from you. E-mail us at downtownelgin@gmail.com.

NOTE: If we choose to use your testimonial on our website, we will ask you to come to the DINA office at 2 Douglas Avenue at your convenience so that we can take a headshot to add to our My Downtown testimonials page.

WHEN DO PEOPLE OWN REVITALIZATION?



When they move into ACTION

Beyond *passive* support to *active* engagement!



What tools or strategies do you find to be the most effective at creating a strong sense of ownership in members of the community and for your organization?

- *“I find that **involvement**, especially in smaller projects, **leads to more long-term involvement.**”*
 - Katy Kassian, Motivational Speaker, Tait and Kate
- *“**Keeping them informed**, giving them **behind the scenes** looks at new projects, giving them **opportunities to participate** in shaping our program’s work, **sharing the credit, celebrating successes together.**”*
 - Andrea Dono, Executive Director, Harrisonburg Downtown Renaissance, Virginia
- *“**Have volunteers decide** what projects they will produce. Few want to be given or take over an assignment they did not create.”*
 - Donna Ann Harris, Principal, Heritage Consulting Inc.
- *“Try to **involve everyone** no matter how small the task and make them feel like they are part of the change.”*
 - Cristina Amoruso, Coordinator, DC Main Streets

RAISING THE BAR: BUILDING AN EFFECTIVE ORGANIZATION

Build an organizational culture that fosters and rewards stakeholder engagement.

- Volunteers' role (s) match their skills and background.
- Volunteer opportunities are clearly defined and outlined.
- Volunteers' time & contributions are recognized as much as financial support.

Build a sense of ownership that results in a culture of volunteering from everyone in the community.

- Incorporate stakeholders of all sectors in the revitalization efforts so everyone plays a role and can take ownership.

Build a program worth volunteering for – offer value.

- Main Street offers a unifying opportunity to lead the vision and accomplish results.

Main Street benefits everyone



Benefits of Main Street

For Property Owners

- Increased occupancy rates
- Rent stabilization or increase
- Increased property values
- Increased stability
- Reduced vandalism/crime deterrent
- Assistance with tax credits, grants, loan programs, design and cooperative maintenance
- Communication medium with other property owners
- Better image
- New uses on upper floors

For Local Residents and Consumers

- Enhanced marketplace (better shopping and the benefits of shopping locally)
- Sense of pride in Downtown
- Social/cultural activities
- Opportunities to keep kids in town
- Sense of hometown community
- Opportunity to participate/volunteer
- Better communication
- Political advocate
- Home values increase

For Retail Business Owners

- Increased sales
- Improved image
- Increased value of business
- Coordinated efforts between local businesses and franchises
- Quality of life
- Educational opportunities (seminars and workshops)
- Increased traffic

- District marketing strategies (promotion and advertising)
- Better business mix
- New market groups Downtown
- Community pride
- Have needs/issues addressed

For Service Business Owners

- Image building/improvement
- New/renewed/repeated exposure
- Increased variety of services
- Healthier economy generates new/more businesses
- Increased competition means more aggressive business styles
- Tapping leakage
- Increased population, new customers
- Improved image, creates new market

For Financial Institutions

- Community Reinvestment Act compliance
- Potential growth for loans, deposits, and other services (bank cards, financial services)
- Improved image and good will
- Survival of community, critical to bank success and economic stability
- Central location more cost effective

For Utilities

- Additional businesses
- Longer business hours
- More employees
- Healthy businesses feel freer to increase utility use
- Healthy economy causes community to grow
- Ensure quality in Main Street public improvements

For Municipal Government

- Increased tax base
- More tourism
- Increased property values
- Increased number of jobs
- Better goals and vision
- Healthy economy
- Better services available
- Positive perception of Downtown and community
- Better relations between local government and private sector
- Increased volunteer base for city
- Takes political heat, develops consensus for political requests
- Industrial recruitment
- Impetus for public improvements
- Grant solicitation
- Information resource for city leaders

For County Government

- Increased public relations for county
- Viable Downtown increases tax base
- Multiplier effect
- Viable Downtown is a draw for industry
- Develops partnerships with city hall
- Builds pride Heritage preservation
- Alternative to redevelopment district
- Quality of life issues
- Help with parking issue

For Preservationists

- Main Street reinforces the common goals of preservation
- Increases coalition
- Increased awareness and credibility
- Education of public and group
- Improved public image
- Improved economic feasibility of preservation

- For property owners
- For local residents & consumers
- For retail business owners
- For service business owners
- For financial institutions
- For utilities
- For municipal government
- For county government
- For preservationists

MAIN STREET BENEFITS THE MUNICIPAL GOVERNMENT

- Increased tax base
- More tourism
- Increased property values
- Increased number of jobs
- Better goals and vision
- Healthy economy
- Better services available
- Positive perception of downtown/commercial district and community
- Better relations between local government and private sector
- Better relations between local government and private sector
- Increased volunteer base for city
- Takes political heat, develops consensus for political requests
- Industrial recruitment
- Impetus for public improvements
- Grant solicitation
- Information resource for city/town leaders

Who serves on the organization committee?

<p>Communicators</p> <ul style="list-style-type: none">▪ Salespeople▪ Media representatives▪ People w/communication▪ Skills; writers▪ Teachers	<p>Money Managers</p> <ul style="list-style-type: none">▪ Accountants▪ Bankers▪ Financial investors▪ Business/property owners▪ Individuals with fund-raising or grant-writing experience
<p>Organizers</p> <ul style="list-style-type: none">▪ Managers▪ Librarians▪ Perfectionists▪ Attorneys	<p>Givers of Time and Money</p> <ul style="list-style-type: none">▪ Reps from other civic organizations▪ Residents/newcomers▪ Seniors▪ Students

Volunteers



Why do people volunteer?



WHY DO PEOPLE VOLUNTEER?

Toolkit Resource:

Volunteer Motivation, Trends, Types Document

1. Achievement (Training and job experience)
2. Power/Influence (Recognition/Self-Interest)
3. Affiliation (Social Outlet, Cause)

- Obligation
- To consume spare time
- To combat negative image
- Resume-building
- Altruism
- Professional development
- Connection to the mission of your organization



VALUE OF A VOLUNTEER

- Extra hands
- Local “buy-in”
- Political and social clout
- Staying power
- Multiple community perspectives



How many times have you heard or said:

“We need more volunteers!”

...and then no one did anything about it?



ELEMENTS OF A SUCCESSFUL VOLUNTEER PROGRAM

- Matching positions to mission
- Organizational identity
- Job descriptions
- Recruiting
- In-take process
- On-boarding and training
- Engagement
- Recognition
- Retention
- Out-processing



THE LANGUAGE WE USE

Involve
not use

Us
not me



Volunteer Trends According to Kathy LaPlante

- Successful volunteer development starts with a plan
- Successful volunteer strategies start with volunteer skills sets: warm bodies are easier to get.
- Too often, you'd rather do it yourself.
- Success communities develop leaders



Engagement



- What is considered “engagement”?
- What ways are volunteers engaged with your organization?
- Do your volunteers have a sense of ownership?
- Are you engaging youth, seniors, corporations, interns, service groups, etc?

ENGAGING YOUTH

- Clean up days
- Ground breakings
- Events
- Advisory board
- Junior Main Street
- **What else?**



ENGAGING THE RETIRED



- Advisory board
- Maker opportunities: crafts, food, etc.
- Consistent roles and clear responsibilities
- Events
- **What else?**

OUTREACH

- **Stakeholder meetings/recruitment events**
 - **General** – district or community
 - Visioning, forums, booths, etc.
 - **Specific** – merchants, businesses, property owners, employees
- **With community groups**
 - Civic / social / faith-based
 - Residents
- **With key partners**
 - City, County
 - Large corporations
 - Schools
 - Social Services (libraries, etc.)



- **Employees – participation in committees**
 - City, banks, corporations
- **Students - for projects, events**
 - College / University: internships
 - High School “community graduate” service
 - Middle-Schools, elementary
- **Social Services**
 - Returning citizens
 - Libraries

RECRUITMENT

Find out what people know about the organization already

- Who has the talent to donate time to put together an informational brochure for you?
- Outline your goals and share your vision.
- Good for fundraising AND friend-raising (volunteers)

Techniques:

- Social Media
- Canvassing
- Events
- Recruitment Contests
- Word of Mouth
- Targeted: Board, Corporate, Project-Based, Student, Intern, General, etc.
- Online Postings:
 - volunteermatch.org, createthegood.org, networkforgood.org, idealist.org



RECRUITMENT

Board Members

- Those who will become actively involved in planning and implementing of projects
- Those who can provide needed services or information (accountants, architects, or lawyers)
- Those who have money or access to money that could be used to finance the program's projects.

Today's volunteers look for:

- Short term assignments
- Flexible timing
- Closed-end assignments
- Fun
- Mixed cultural exposure
- Chance to excel in a new area
- Opportunity to combine volunteering with fitness, ecology, socializing, learning, resume-building, recognition by boss, contacts, training and values



RECRUITMENT

Keep in mind: those who work multiple jobs, care-take, attend school full-time, etc., may not be able to volunteer.

- How could your organization engage them?
- What roles or opportunities for input could your organization offer them?

RECRUITING THROUGH WORK PLANS

Work plans are tools for:

- Project management
 - Improves success rate of projects
 - Reduces confusion and conflict
- Volunteer management
 - Motivates volunteers to achieve a goal
- Evaluation
 - Provides benchmarks for success
- Fundraising
 - Attracts donations for specific projects
- Budgeting
- Record-keeping



Volunteer types

- **Starters:** enthusiastic, bring energy, start projects but do not finish
 - **Good role:** new projects, kickoff
- **Sustainers:** can sustain and expand
 - **Good role:** project manager for long-term initiative
- **Achievers:** work best independently
 - **Good role:** solo project, behind the scenes event staff
- **Affiliators:** work best in groups
 - **Good role:** team efforts, front line event staff
- **Power brokers:** can make certain things happen, e.g. raise money, pass an ordinance, or arrange for a high-profile speaker at an event. May not be able to attend meetings on a consistent basis.
 - **Good role:** advisor or specific projects with defined timelines

JOB DESCRIPTIONS/WORK PLANS

- Be clear
- Be concise
- Be descriptive

Include:

1. Title
2. Position - goals, objectives
3. Individual responsibilities/duties as included in Work Plan
4. Supervision /Immediate contact
5. Time expectations
6. Qualifications/Skills or talents needed
7. Benefits & Value

VOLUNTEER REQUEST FORM AND JOB DESCRIPTION TEMPLATE		
Position Title		
Location		
Volunteer Availability (check all that apply for position)		
<input type="checkbox"/> Volunteer in the office	<input type="checkbox"/> Volunteer from home	
<input type="checkbox"/> During business hours (daytime, M-F)	<input type="checkbox"/> Project-Based	
<input type="checkbox"/> Flexible	<input type="checkbox"/> On weekends and/or evenings	
Volunteer Interests (check all that apply for this position)		
<input type="checkbox"/> Interact directly with clients	<input type="checkbox"/> Apply a specialized skill	<input type="checkbox"/> Work independently
<input type="checkbox"/> Teach & train others	<input type="checkbox"/> Prepare community	<input type="checkbox"/> Fundraising
<input type="checkbox"/> Work with logistics	<input type="checkbox"/> Work with technology	<input type="checkbox"/> Work with a team
<input type="checkbox"/> Be out in the community	<input type="checkbox"/> Help with special events	<input type="checkbox"/> Lead a team
<input type="checkbox"/> Offer administrative support	<input type="checkbox"/> Work with government partners	<input type="checkbox"/> Interact with the media
<input type="checkbox"/> Work with numbers/data	<input type="checkbox"/> Place/manage volunteers	
Volunteer Benefits (check all that apply for this position)		
<input type="checkbox"/> Meet new people	<input type="checkbox"/> Give back to others	
<input type="checkbox"/> Build resume	<input type="checkbox"/> Have fun	
<input type="checkbox"/> Learn new skills	<input type="checkbox"/> Explore a career	
<input type="checkbox"/> Gain leadership experience	<input type="checkbox"/> Get to know the community	
Purpose	•	
Key Responsibilities	•	

Volunteer Assignments
For a festival that begins at 11 am and ends at 6 pm

Notes: Except for planning committee members, schedule volunteers in 2-hour shifts. For jobs that last all day, plan on recruiting enough people to cover all shifts.

Job	8:00 am	9:00 am	10:00 am	11:00 am	Noon	1:00 pm	2:00 pm	3:00 pm	4:00 pm	5:00 pm	6:00 pm	7:00 pm
Meet equipment deliveries	Volunteer #1											
Layout booths and all event space		Volunteer #2,3,4										
Set up booths		Volunteer #4, 5, 6										
Set up sound system			Volunteer #11									
Volunteer check-in			Volunteer #12									
Run concession stand			Volunteer #13, 14, 15, 16									
Meet bands				Volunteer #17								
Emcee				Volunteer #18								
Run children's games				Volunteer #19,20,21,22,23,24, 25,26								
Staff info booth				Volunteer #27 & 28								
Empty trash cans					Volunteer #29 & 30							
Break down booths & clean up											Volunteer #31,32, 33,34, 35, 36, 37, 38, 39, 40	

INTAKE PROCESS

What does it take for a person to volunteer with your organization? Be clear up front.

- Interview
- Application
- Training
- Meetings
- Commitment expectations
- Minimum hours



ONBOARDING AND TRAINING

- How are volunteers welcomed?
- Processes to assist them with their work?
- Collaboration with staff/volunteers?
- Training for supervisors
- Formal Trainings



Orientation

- Orientation is an introduction

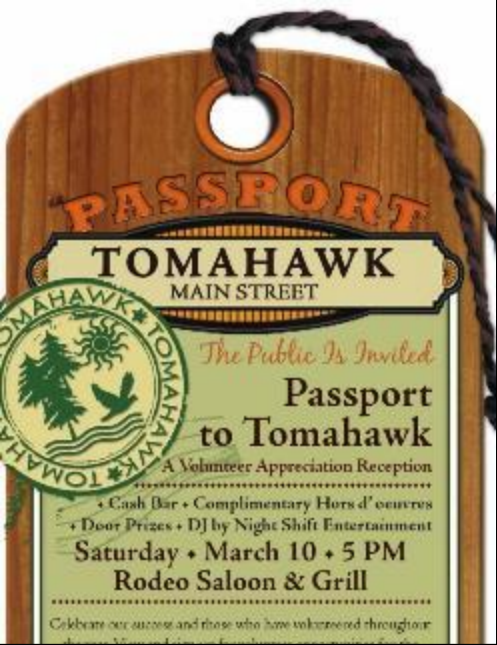
Training

- Training is skill development

Volunteer fatigue



Recognition



- Private Praise
 - Face-to-face
 - Thank you letters/cards
- Public Praise
 - Annual awards program: certificates, plaques, etc.
 - “Volunteer of the Month”
 - Newspaper/mass media
- Ask advice/include in important meetings
- Invites/scholarships to special events
- Letters of recommendation
- Thoughtful gifts
- Social Media
- Tax benefits (Travel expenses, transportation, uniforms, etc.)

RETENTION

- Good orientation & training (manage expectations)
- Good organization & leadership (Volunteer Handbook)
- Positive atmosphere & reinforcement
- Keep promises and time commitments
- Let volunteers rest between projects without guilt
- Promote volunteers on to new projects & new opportunities
- Foster opportunities for them to bring & mentor new people/volunteers
- Thank & recognize often and in as many ways as possible!



Why Such a Formal Process?

Volunteers are not **JUST** volunteers, they are staff members who provide vital services free of charge.

We make a living by what we do, but we make a life by what we give.

Winston Churchill

You tell me and I forget. You teach me and I remember. You involve me and I learn.

Ben Franklin



What do you think is the most effective way to empower people to lead?

“**Connect to their passion** and find out what they are most interested in. Then, **provide the tools** they need to move forward and take ownership of a project in a safe environment where they know **they are supported** by those around them.”

Cristie Thomas, Executive Director,
Marietta Main Street, Ohio

“Make sure that they have a **chance to participate** in the creation of the work plan and see their ideas come to life. There is a saying, those that write a plan help underwrite a plan, and that does not just mean financially; **time is one of the most valuable gifts**. It is also very important to help them understand how **their participation directly affects success**.”

Diana Schwartz, Director, Ocala Main Street, Florida

OUT-PROCESSING

It is okay if a volunteer is not a good fit.

How do **you** handle those leaving the organization?



Volunteer Toolkit

Grow Your Network

Volunteers are the lifeblood of a grassroots community revitalization effort. Every successful Main Street America program cultivates volunteers from the community to serve in leadership roles, provide input on overall direction, and assist in a wide variety of functions throughout the year.

This toolkit provides a range of resources and sample documents on volunteer recruitment, management, and recognition. Explore below, and if you have suggestions for resources to add, [let us know](#).

Publications



COMMUNITY ENGAGEMENT
FOR MAIN STREET TRANSFORMATION

Community Engagement

A practical framework for strengthening your community engagement efforts.

[READ HERE](#)



ORGANIZATION COMMITTEE
HANDBOOK

Organization

Learn about Main Street fundraising, volunteer recruitment and retention, program promotion and advocacy, and more.

[READ HERE](#)



REVITALIZING MAIN STREET

Comprehensive Revitalization

Learn about all aspects of downtown growth, development & revitalization.

[READ HERE](#)

NMSC Volunteer Toolkit Online

Articles

- [Cultivating Effective Leadership to Transform Communities](#) by Norma Ramirez de Miess and Rachel Bowdon, *State of Main*, 2016
- [Engaging the Future to Preserve the Past](#) by Katelyn Olson and Sue Starkweather Miller, *Main Street Now*, Fall 2013
- [Growing Your Volunteer Program: Another Four Point Approach](#) by Todd Noon, *Main Street Now*, March/April 2011
- [Ways to Engage the Board of Directors in Volunteer Involvement](#) by Betty Stallings, [Leading the Way](#)
- [How to Value Volunteer Contributions](#) by Betty Stallings, [Leading the Way](#)

Webinar



Sample Documents

- [Sample Volunteer Brochure](#) - pamphlet outlining the volunteer available opportunities from Franklin, Tennessee.
- Sample Volunteer Applications - check out [Farmington, Michigan's](#) and [Marengo, Illinois's](#) volunteer application forms to get some ideas of how to best organize your form for recruitment.
- [Sample Volunteer Interview Questions](#) - get some ideas for great questions to ask your volunteers during their initial phone or in-person interview.
- Sample Volunteer Job Description Templates - [Template 1](#) and [Template 2](#) can be used internally to determine your volunteer staffing needs and then post the information to online recruiting sites.
- [Planning Volunteer Involvement Worksheet](#) - These questions will guide you through planning your volunteer involvement, or redesigning a plan already in place.
- [Expanding Volunteer Engagement Worksheet](#) - Use this worksheet as a guide to design new volunteer positions within a department, unit of function to get the ball rolling on expanding your volunteer reach.
- [Volunteer Motivation Exercise](#) - This document includes the quiz, trends and types of volunteers that your organization may have. Finding out what motivates your volunteers will help you determine effective recognition, retention and placement that will help so much in the long run!
- [Volunteer Management 101](#) - The handbook complete with worksheets and tips will help you promote volunteerism and plan volunteer engagement in your community.
- [Assessing Volunteer Involvement Exercise](#) - This checklist of questions will help your program to evaluate and assess your current volunteer involvement and get you thinking of ways to improve its quality and effectiveness.
- [Sample Volunteer Procedure Manual](#) - volunteer management manual from Baltimore Main Streets including tips on position descriptions, policies, recognition, and tracking.

Hiring Staff

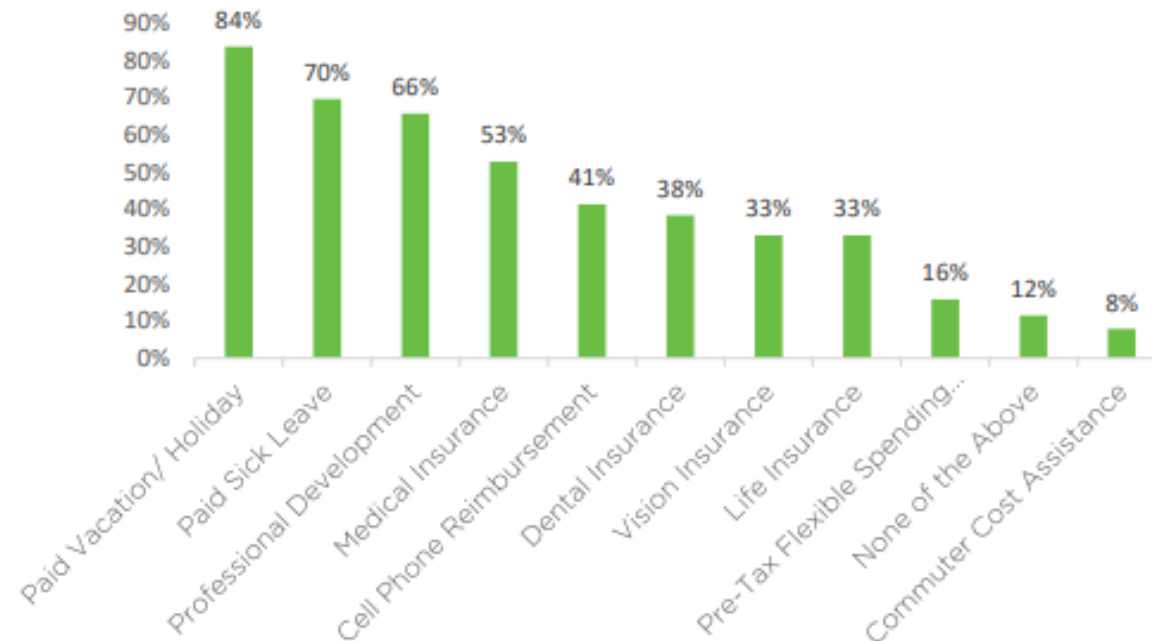
2018 Main Street Network Trends Survey: Staff

Staff Composition

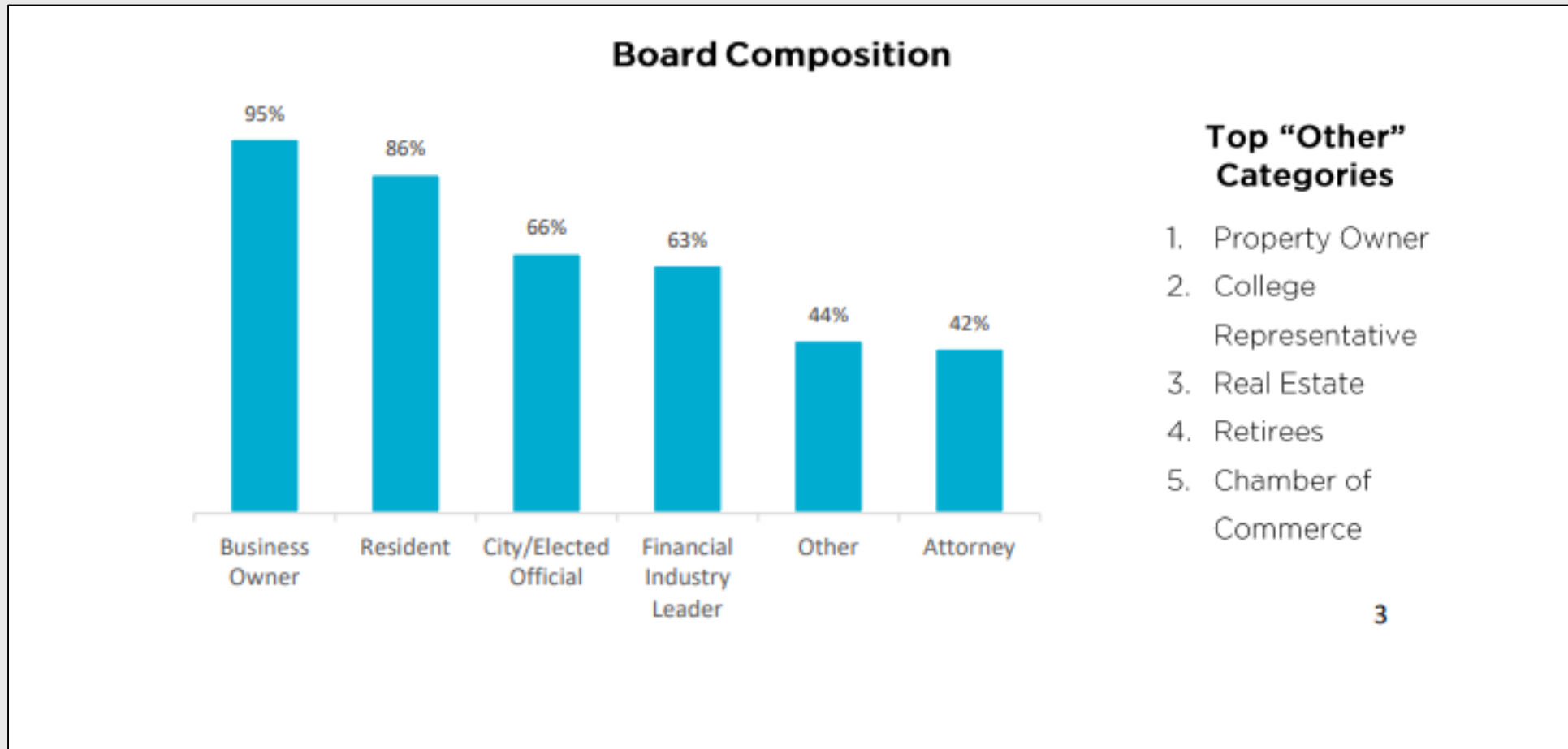
Of the 268 communities that reported:

- 7% operate without full-time staff
- 52% operate without part-time staff
- 66% operate on a team with only one full-time staff member
- 43% operate with just one full-time staff member

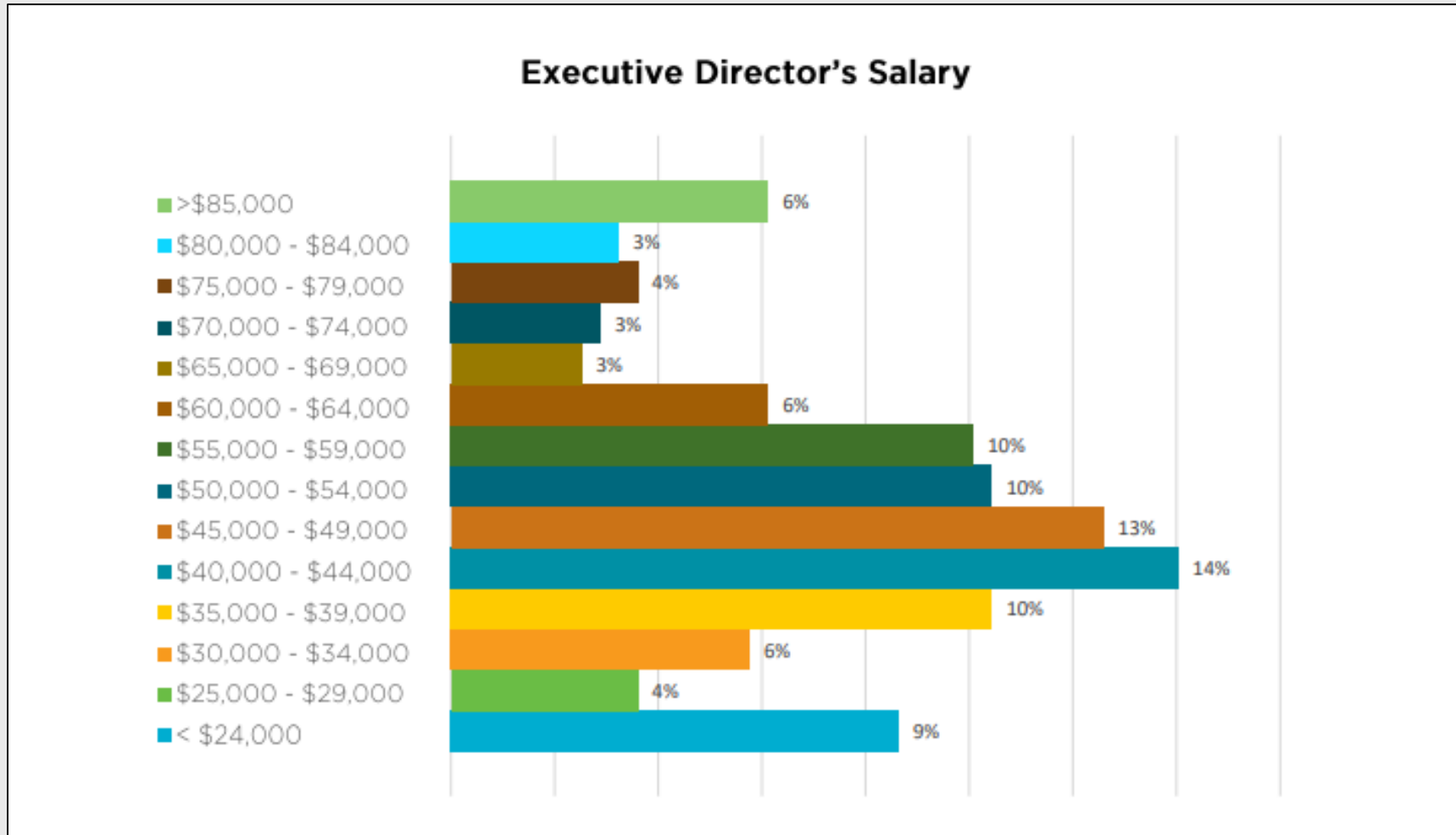
Benefits Offered to Staff



2018 Main Street Network Trends Survey: Board Composition



2018 Main Street Network Trends Survey: Executive Directors

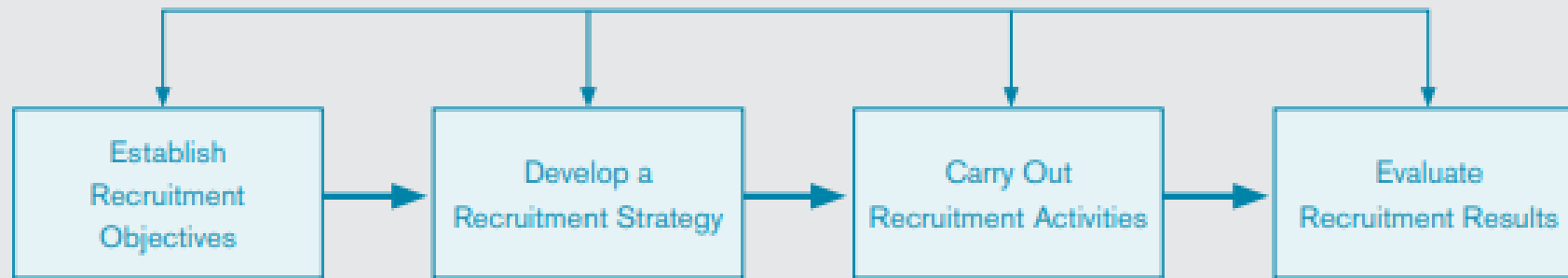


2018 Main Street Network Trends Survey: Executive Directors



RECRUITING TALENT

Figure 1: A Model of the Employee Recruitment Process



Recruiting talent

Figure 3: Five Possible Changes Prompted by Evaluating Past Recruitment Activities

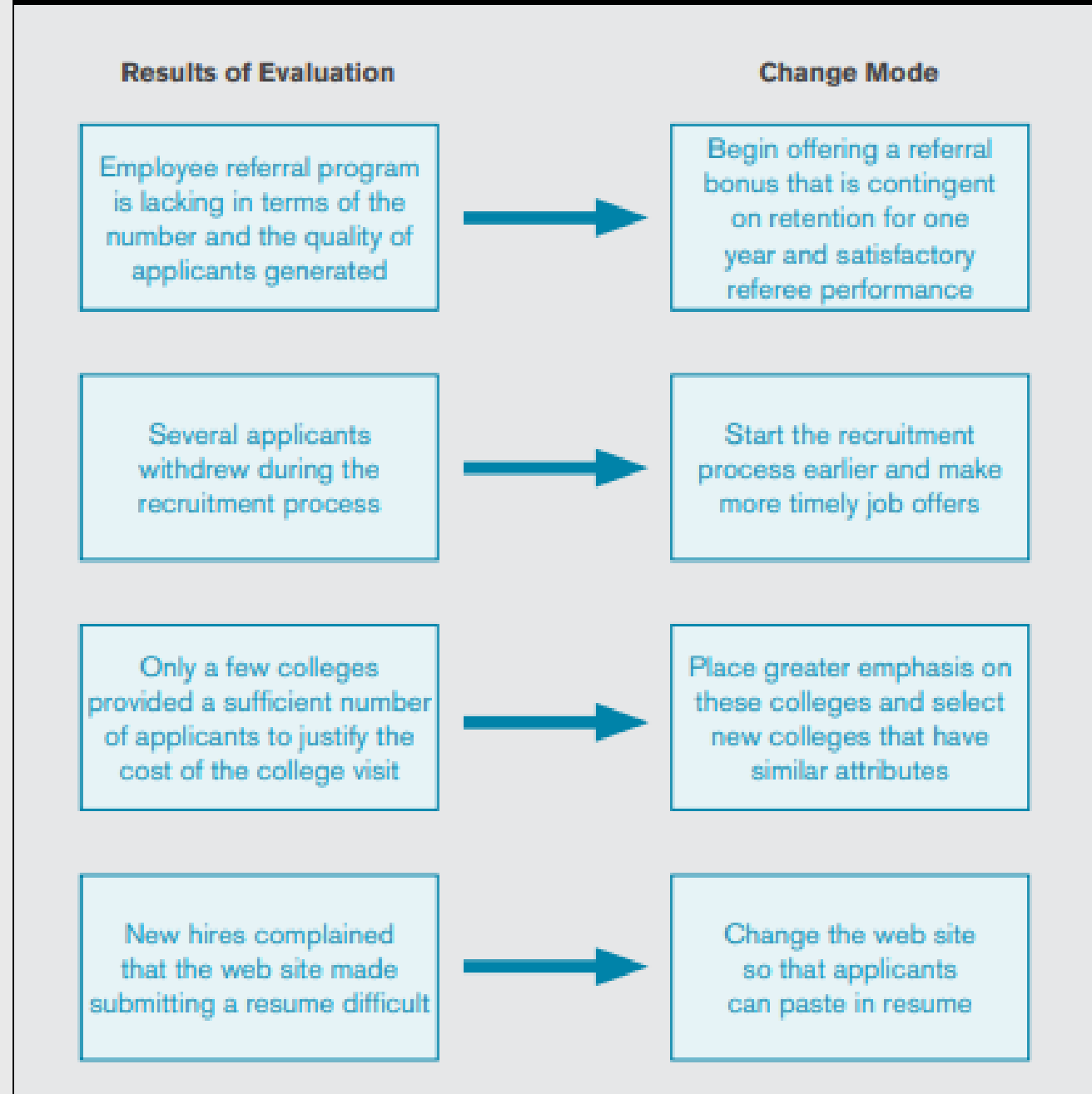
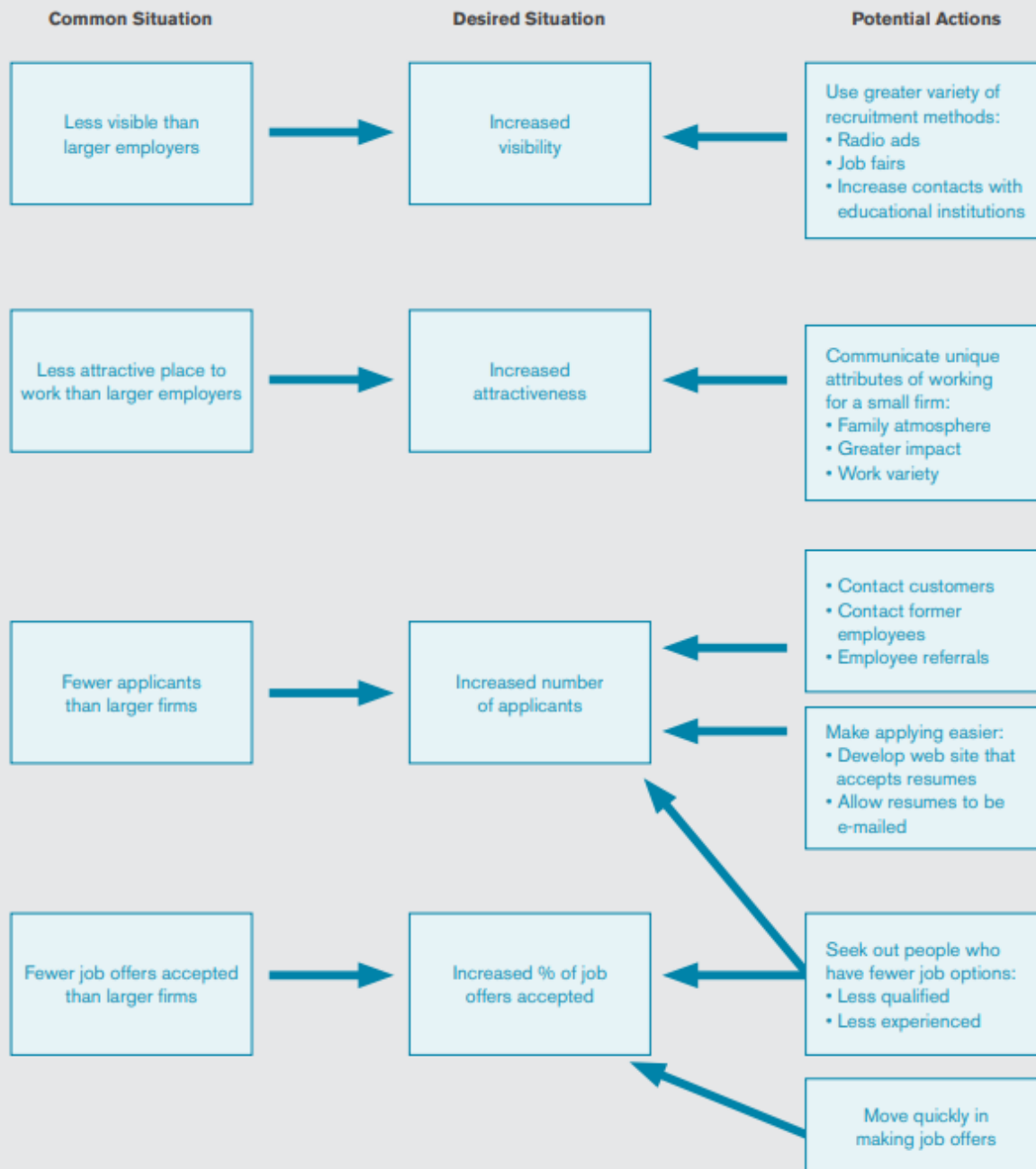


Figure 6: Improving the Recruitment Outcomes of Smaller Organizations



Recruiting Talent

Society for Human Resource Management

Recruiting Talent

Considerations:

- Where to post online?
 - General: Idealist, Indeed
 - Specialized: NTHP/NMSC, Planetizen, APA, IDA, IEDC, ICMA, etc.
 - *Be sure platform is simple, easy to use*
- Who are you looking for?
 - Executive Directors: is this be a transitional/short-term role or long-term?
 - Administrative staff: new to the workforce or career admin?
- If budget is tight, how can you make the role more attractive?
 - Benefits packages
 - PTO: vacation and sick time
 - Flexible hours and working from home
 - Professional development funds and opportunities



ONBOARDING AND TRAINING

- New staff welcoming
- Set onboarding processes
- Staff/Board/Volunteer collaboration
- Work plans within first week
- Consistent check-ins: 30-, 60-, 90-days
- Ongoing trainings + skill development
 - National, state, regional, local
 - Professional development



Main Street Funding Sources

30-50%

Public funding

Note: To achieve National Main Street accreditation, financial/philosophical support from the city is a required.

20-30%

Funding from business district

30-40%

Community funding

5-15%

Miscellaneous

MAIN STREET FUNDING

Additional sources:

- Events and campaigns
- Membership
- Friends of Downtown/Neighborhood Commercial District
- BID/TIF/DDA funds or hotel occupancy tax
- Foundations
- Government grants (federal, state, local)
- Local investment funds
- University partnerships
- Corporate sponsors (“adopt-a-main street”)
- Community benefits agreements (CBA)
- Merchandise and miscellaneous donations
- Property acquisition and ownership

Myths of Raising Money for Revitalization

- We're raising money for the Main Street Program
- Fundraising is a shameful activity
- People are getting sick of getting "hit up" for contributions
- It's not my job
- If we only had one big cash cow
- Our community just doesn't have enough resources
- The program will eventually be self sustaining

BEFORE ASKING FOR MONEY...

Define the plan, the process, and measures:

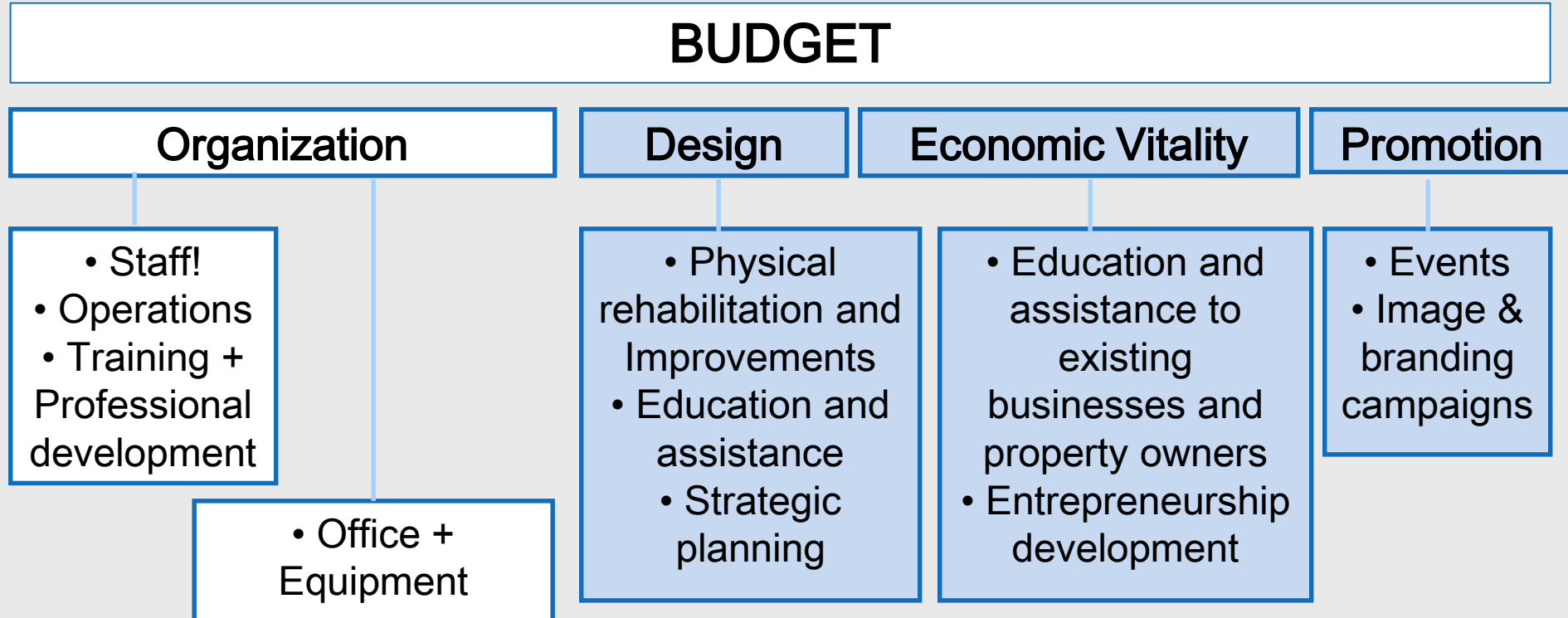
- What are you selling?
- Who are you selling it to?
- Who are your most likely funding sources?
- What should be your message?
- Who will do the asking?
- Timelines
- Materials, tools, visitation
- Measuring tools
- Ideas for solicitation
- Fundraising events and activities

FUNDRAISING

Be sure to have:

1. A clear mission and vision
2. An a identified and well-defined niche in the marketplace
3. Strong messaging and delivery to customers and other constituencies

How much do you need – and for what?



- Use work plans to define your budget and funding needs
- Develop a funding plan – broad base public and private sector support

Funding Responsibilities



BOARD ROLES FOR RAISING FUNDS

- Identifying contacts (businesses and individuals)
- Going on calls with others
- Developing materials
- Developing ideas and working at fundraising events
- Giving
- Nurturing funders (invite to annual meeting, ask for opinions)



THE FUNDRAISING PLAN

Components of the Plan

- Municipal contribution
- Annual pledge drive
- Friends of Main Street/residents
- Grants
- Merchandise sales
- Sponsorships
- Special event and special project income
- BID, DDA, TIF, EID (other assessment districts)

With nonprofits every board member should make a contribution. Professionally and personally.

How can you ask others for money if the board hasn't given ?

Greater Meredith Program		
3 Water Street, P.O. Box 1417 • Meredith, NH 03253 • 603.279.9015 • jlf@worldpath.net		
An Affiliate of the New Hampshire Main Street Center – Outstanding Main Street Community 2005		
2007 Fundraising Strategy		
Town Contribution		\$12,500
+ Director/Board President submits request in September 2006		
Annual Campaign		\$36,000
<i>Business & Corporate Contributors:</i> (\$11k)		
+ Organization Committee send out reminder letter in February		
+ Solicitation letter in May/June		
+ Followup calls by Board in June		
<i>3-Year Pledges:</i> (\$25k)		
+ Board President and Director solicit renewal of 3-year pledges – Feb/Mar		
Meredith Village Savings Bank, \$10k		
Laconia Savings Bank, \$5k		
Sanders Management Consulting Group, \$1k		
Meredith Harley Davidson, \$1k		
Inns & Spa at Mill Falls, \$8k		
Possibly add:		
NHEC (\$1k)		
Common Man Family of Restaurants (\$1k)		
Crosspoint Shopping Center LLC (\$5k)		
Meredith Bay Village (\$2k)		
Christopher P. Williams Architects (\$1k)		
Vutek (\$1k)		
Individual (Resident) Contributors		\$1,000
+ Organization Committee to send out solicitation letter in May/June to residents		
Event Fundraisers		\$18,000
Auction – July 16	\$8k	
Roast – November 16	\$8k	
Ice Out Auction – November – February	\$2k	
Retail Sales		\$1,000
Christmas Cards (October)	\$1k	
TOTAL FUNDS		\$68,500
THINK LOCAL	BUY LOCAL	BE LOCAL
Lead Investment Partners		
Town of Meredith • Meredith Village Savings Bank • Inns & Spa at Mill Falls • Common Man Family of Restaurants • Laconia Savings Bank • New Hampshire Electric Co-op • Wickes Lumber Company • Christopher P. Williams Architects • Bankers Enterprises, LLC • Phileo Asian Cuisine • Rutter Media • Nassau Broadcasting • Meredith Bay Village		

THE FUNDRAISING PLAN

- Package your value
- Define your process
- Outline your budget and projected outcomes
- Confirm your potential funding sources
- Plan how you will recognize your supporters
- Follow through on pledged support
- Assure long-term commitment

PUBLIC FUNDING/CITY AND COUNTY

- Understand their goals!
- Communicate
- Educate newly elected officials and key town staff
- Promise, perform, and deliver (service agreements)
- Create value-added collaborations
- Track in-kind support from local govt.
- Demonstrate the value of volunteer hours
- Present the expectation that they will continue to invest in the district

GRANTS

- Typically project-based
- Can support staff and operations – 20%

Sources

Federal/State Government:

- CLG (Certified Local Government)
- USDA (Department of Agriculture)
- US EPA
- US DoT/FHWA Transportation Enhancements
- National Endowment for the Arts (NEA)

Foundations/Nonprofits:

- AARP
- KaBoom!
- National Association of Realtors
- CDFIs

For-profit/Private:

- Banks
- Financial investment firms
- Philanthropy arms
- University partnerships
- Local investment funds

Annual Campaigns

Downtown District Stakeholders

- Property & Business Owners
- Employees / Residents
- Organizations / Corporations

Community

- Corporations, Utilities
- Foundations / Other Organizations
- Residents

Earned Income

- Products & Services

- Self Assessed Tax Mechanisms (property, sales)

- Partnership (Membership) Programs
- Sponsorship / Marketing Initiatives

- Sponsorship of Events, Marketing Initiatives

- Fundraising Activities

- Partnership (Membership) Programs

- Grants

STARTING THE ANNUAL CAMPAIGN

- Assign a Campaign Chair
 - Organization Chair
 - Board Chair (early organizer)
 - Local Celebrity
- Ask every board member to make a personal contribution
- Set a fundraising goal
- Identify potential supporters, investors, members
- Figure split among categories
- Establish the timeline – ideally 4-6 weeks
- Assign Board Member teams



STARTING THE ANNUAL CAMPAIGN

- Prepare support materials
- Assign askers and train
- Get two or three (board members or investors) to pledge significant gifts/challenge others prior to the kickoff
- Publicity and kickoff
- Contact and ask
- Thank and celebrate
- Record, remind, renew
- Maintain database



A systemic problem that stops organizations from successful fundraising is they are unable to state the obvious:
What difference do we make?

BUSINESSES DOING BUSINESS IN THE DISTRICT



- Ask businesses in the district to make a list of businesses they use and community organizations **(trash haulers, uniform and carpet supplies, restaurant and beverage suppliers, contractors, planners, etc.)**
- Have those businesses hand letters to those vendors, or mail with invoice payment
- Explain the benefits for them to support your downtown organization
- Follow up with a reminder

DONOR COMMUNICATION

Be sure to:

- Invite them to annual meeting
- Send them an annual report
- Invite them to a special event
- Send thank you notes
- Acknowledge supporters at event – verbally and with banners
- Get your board to be intentional with them
- Invite them to a special donors reception and/or tour of the downtown



EARNED INCOME

- Investing idle money
- Endowments – long term strategy
- Commitment to setting aside a percentage of all event income.
- Long-term sustainability



SPECIAL EVENT INCOME

Sources of Event Funding:

- admissions
- activity fees
- booth fees
- retail “package”
- merchandise sales
- raffles
- sponsorships
- donations
- tying into others events



MERCHANDISE SALES

Serves more than one purpose:

- Fundraising
- Public Relations
- Promotion/Marketing

I ♥ ALTUS
TEE SHIRTS



\$15 All Sizes to include
Children Sizes (Youth - 3X)

Shirts can be purchased at the Main Street Office, at local
Main Street Businesses, or by calling 580-482-2277.



Review

- **With** versus for
- **Involve** versus use
- **Us** versus me
- Volunteers + staff: Engage, recruit, onboard, retain
- Fundraise: diversify sources

Questions?





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AMERICA®**

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Locally powered.™

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