

MAIN STREET ARKANSAS PROGRAM GUIDELINES

**Arkansas Historic Preservation Program
Department of Arkansas Heritage**



**1600 Tower Building
323 Center Street
Little Rock, AR 72201**

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I. MAIN STREET OVERVIEW

MAIN STREET OVERVIEW

Main Street Arkansas, established in 1984 with five cities, is a program of the Arkansas Historic Preservation Program, an agency of the Department of Arkansas Heritage.

While commercial district revitalization can be addressed in many ways, the underlying premise of the Main Street approach is summed up in the program goals – to encourage economic development, within the context of historic preservation that is appropriate to today’s market place. This approach advocates a return to community self-reliance, empowerment, and the rebuilding of commercial districts based on its traditional assets: unique architecture, personal service, local ownership, and a sense of community.

The Main Street approach is incremental and will not produce wholesale, immediate change. Expensive improvements, such as pedestrian malls constructed with once plentiful public funds, often fail to address the underlying causes of commercial district decline and do not always produce the desired economic results. If a long-term revitalization effort is to succeed, it will require careful attention to every aspect of downtown – a process that takes time and requires leadership and local capacity building. The Main Street program should be seen as one of many tools that a community utilizes to generate economic and entrepreneurial growth. Also, while they may be an important component of an overall plan for downtown revitalization, communities should not confuse substantial public improvement projects for the Main Street program.

A local Main Street program is not designed to tackle the bigger issues of an entire community. The focus is limited to the revitalization of the central business district. This certainly takes into account that a healthy, economically viable, and attractive downtown is important to the overall health and vitality of the community at-large, and vice versa.

Both the public and private sectors of the community must be involved and committed for a local Main Street program to succeed. Each sector has an important role to play and each must understand the other’s needs, strengths and limitations so that an effective partnership can be created.

THE FOUR-POINT APPROACH

Communities across the U.S. have revitalized their downtowns by following the Main Street Four-Point Approach. The Four Points are:

1. **Organization.** Strong organization is the key to a downtown revitalization program. Main Street Arkansas helps member communities to build consensus and cooperation among those individuals with a stake in the viability of the downtown, including merchants, property owners, chambers of commerce, and city government.
2. **Design.** A good downtown design program enhances the business environment, and it conveys a visual message about what the downtown is and has to offer. Main Street Arkansas staff provide guidance to member communities in all facets of design, from building facades to streetlights, window displays, parking areas, signage, and promotional materials.
3. **Promotion.** Effective marketing creates a positive image of the downtown through retail promotional activity, special events, and other programs highlighting the district’s unique opportunities to shoppers, investors, new businesses, and tourists.

4. **Economic Restructuring.** Rebuilding downtown economic vitality is both the ultimate goal and the measure of success of the Main Street model. The Main Street Arkansas staff assists member communities in a range of economic restructuring activities, including business retention and expansion, adaptive reuse of idle property, and business consultation to sharpen the competitiveness of downtown merchants.

THE EIGHT PRINCIPLES

Countless experiences in helping communities bring renewed life to downtowns have shown time and again that the Main Street Four-Point Approach succeeds only when combined with the following eight foundation principles:

1. **Comprehensive.** A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives of the four points is vital to build community support and create lasting progress.
2. **Incremental.** Small projects make a big difference. They demonstrate that “things are happening” on Main Street and hone the skills and confidence the program will need to tackle more complex problems. Over time, small changes make a dramatic difference in the commercial district.
3. **Self-Help.** Main Street Arkansas can provide valuable direction and hands-on technical assistance, but only local leadership will bring long-term success by fostering and demonstrating grassroots community involvement and building local capacity, entrepreneurship, and commitment to the revitalization effort.
4. **Public/Private Partnership.** Every local Main Street program needs the support and expertise of both the public and private sectors. Both local government and the private sector bear responsibility for funding the local Main Street program.
5. **Identifying and Capitalizing on Existing Assets.** To avoid mistakes or creating false expectations, one of Main Street Arkansas’s key goals is to empower communities to recognize and make the best use of their unique offerings. Local assets provide the solid foundation of a successful Main Street initiative.
6. **Quality.** From storefront design to promotional campaigns to graphics to special events, quality must be the goal. The local Main Street program and the commercial district must be synonymous with quality.
7. **Change.** Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street program will help create paradigm shifts that change public perceptions and practices to support and sustain the revitalization process.
8. **Action-oriented.** Frequent, visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic improvements early in the process will remind merchants and the community that the revitalization effort is under way. This requires the hands-on involvement of program leaders, staff, and volunteers.

II. MAIN STREET ARKANSAS ORGANIZATION AND SERVICES

MAIN STREET ARKANSAS STRUCTURE

The Main Street Arkansas Program is housed within the offices of the Arkansas Historic Preservation Program, an agency of the Department of Arkansas Heritage (Appendix I). It is funded by proceeds from the Real Estate Transfer Tax, the Arkansas Conservation Tax, and cash funds.

STAFF STRUCTURE

The **Main Street Arkansas State Coordinator** reports directly to the Director of the Arkansas Historic Preservation Program, as illustrated in Appendix I. The State Coordinator oversees all aspects of the state's Main Street program, serves as the spokesperson for the program, and staffs meetings of the Main Street Arkansas Advisory Board. Two **Assistant State Coordinators**, serving as liaisons to the local Main Street communities, assist the State Coordinator. Each Assistant State Coordinator is assigned a number of Main Street communities and is responsible for coordinating services in each of them.

Two specialists assist the Coordinators: a **Business Consultant**, who provides economic development assistance and training to retailers and local Main Street program directors; and an **Architectural Design Consultant**, providing design guidance to property owners in the Main Street communities in order to preserve the historic character of the downtown districts.

In addition to full-time staff, the Main Street Arkansas Program occasionally contracts with **architects, interior designers, and other professionals** to provide specialized guidance to local Main Street communities and businesses. All contracts for professional services are executed in accordance with applicable state and federal laws.

MAIN STREET ARKANSAS ADVISORY BOARD

The Main Street Arkansas Advisory Board is a nine-person body charged with providing advice and guidance to the Main Street Arkansas staff regarding downtown revitalization. **The Advisory Board DOES NOT make binding policy for the Arkansas Historic Preservation Program, Main Street Arkansas, or the local Main Street programs;** rather, the Board serves as a resource for information and experience to advise the state staff. The Historic Preservation Alliance of Arkansas and the Arkansas Department of Economic Development provide advisory assistance through the Advisory Board (see Appendix II).

SERVICES TO LOCAL MAIN STREETS

The primary emphasis of Main Street Arkansas is to provide technical assistance to the communities competitively selected to participate in their first formative years of the downtown program. Main Street programs pay an annual fee of \$500 to the state office to offset costs associated with this assistance. Selected cities and towns can expect to receive the following types of intensive assistance during their first year in the program.

Reconnaissance Visits

The Main Street Arkansas staff will visit each community to assist with an informal needs assessment, to help organize the downtown association, and to assist in the selection of an executive director.

While hiring an executive director of a community Main Street organization is a local decision, Main Street Arkansas may assist the community by:

- Advertising in the National Trust's Main Street newsletter/collecting and reviewing resumes

- Monitoring/sitting in on interviews
- Soliciting other applicants
- Repeating these processes in the future

Main Street 101 Training Session

The Main Street Arkansas staff and specialists in the areas of organization, design, promotion, and economic restructuring, will provide annual training for downtown boards and local Main Street directors. The two-day training session will emphasize the mechanics of downtown revitalization and what it means to be a Main Street executive director or a member of a downtown development board. **At least eight board members are required to attend this session.** Dates and location of this session will be given at the time communities are selected for the program.

Resource Team Visits

An interdisciplinary team with representatives from architecture, business development, and marketing will be assembled to address the needs of a community. Each resource team will spend three to four days in each town meeting with community leaders, observing, and analyzing local conditions. A realistic assessment will be made of the city or town's capacities and opportunities that will provide the basis for the local downtown organization's ongoing work plans.

Design Education

Each of the selected communities may receive limited design assistance from Main Street Arkansas. Assistance will involve design education and workshops. This includes technical advice regarding building restoration techniques, information about economic incentives for rehabilitation, signs, streetscape designs, and other issues related to the visual appearance of the downtown district.

Business Consultation

Each of the selected communities may receive assistance in the area of small business consultation. Types of services available include customer service workshops, market analysis training, committee training, and one-on-one consultations with downtown businesses.

Executive Director Quarterly Meetings and Workshops

Executive directors are required, and local volunteers, board and committee members are encouraged, to attend four meetings held in various locations throughout the state. These meetings involve sharing of ideas, discussion of problems, and additional training in such areas as creative financing, planning effective promotions, and market analysis.

On-Site Assistance

The Main Street Arkansas staff provides on-site assistance for boards and Main Street directors, when necessary, to deal with local issues and problems. This can involve special strategy sessions, goal setting, committee training, negotiating with private developers, etc.

Public Relations

The Main Street Arkansas staff and specialists will visit with community and business leaders to help generate community interest. Information about each community's program and progress will be included in Main Street Arkansas media releases and marketing materials.

Year-End Review Visits

Main Street Arkansas staff and specialists will meet with executive directors and boards to assess each year's work and assist in plans for the coming year.

Telephone Consultation

The Main Street Arkansas staff is available to the local executive director and board members for telephone consultation and advice on any downtown issue.

"Umbrella" Business Contacts

Occasionally, Main Street Arkansas learns of prospective businesses and forwards them appropriate information about communities in which they might be interested.

Scholarships

Scholarships to state and national training conferences are occasionally offered through the Main Street Arkansas office.

Resource Library

The Main Street Arkansas library provides files and audiovisual aids relating to downtown revitalization and historic preservation.

Subsequent Services

Technical assistance provided in second, third, and subsequent years of the organization's program will vary depending on the community's needs. Required quarterly executive director meetings and workshops and ongoing technical assistance will continue. Progress evaluations and assistance in yearly work plan development are generally considered necessary services provided by Main Street Arkansas. Special visits to address a particular local topic of concern will also be offered.

III. ESTABLISHING A MAIN STREET COMMUNITY

FIRST STEP: THE MAIN STREET TASK FORCE

A community wishing to participate in the Main Street Arkansas Program must first establish a Main Street Task Force to complete the Main Street Arkansas application and garner community support. This organization can be formed by local government appointment, or as a 501[c]3 nonprofit organization, and its authority must be created and/or recognized by a resolution of the city council or quorum court (see Appendix III). The resolution must reference the commitment of both the local government and the Task Force to downtown revitalization and the Main Street Four-Point Approach; it must commit the Task Force and its sponsors to hiring and maintaining a local Main Street executive director for no less than three years from their entry into the Main Street Arkansas Program; it must include adoption of a three-year sustainable budget for the local Main Street Program; and it must express the understanding that the Task Force will be incorporated as a separate 501[c]3 non-profit organization and will become the local Main Street affiliate once its application is approved by the Main Street Arkansas staff.

Organizational Autonomy

The local Main Street program's status as an independent 501[c]3 non-profit is key to its success as the coordinating authority for downtown revitalization. For this reason, **a local Main Street will not be accepted into the Main Street Arkansas program if it is housed in, partnered with, or subordinate to another organization, such as a chamber of commerce or other non-profit.**

Budget

Developing the initial three-year budget for the proposed Main Street program is the cornerstone of developing an effective Main Street Task Force and, ultimately, its acceptance into the Main Street Arkansas Program. The size of the city determines much of the scope of the budget. Two sample budgets are shown in Appendix IV, one for small cities (population 1,000-5,000) and one for larger cities (population 5,000-100,000).

Throughout this process, the local task force should be in touch with the Main Street Arkansas staff, who will conduct initial presentations and site visits as well as provide guidance on the necessary planning and development. A complete list of other resources on economic development and planning can be found in Section V.

SECOND STEP: LETTER OF INTENT

To better plan the selection process, Main Street Arkansas requires applicant communities to submit a non-binding letter of intent to initiate the application process (see Exhibit V). The letter of intent must be postmarked **no later than the last Friday in April** to be eligible for consideration. After the deadline, the Main Street Arkansas staff will review all applications and solicit comments from the Main Street Arkansas Advisory Board. The staff will routinely ask for more information to clarify an application.

THIRD STEP: APPLICATION FOR MAIN STREET ARKANSAS PROGRAM (EXHIBIT II)

To participate in the Main Street Arkansas Program, the local Main Street Task Force must complete a written application and provide supporting documentation within the annual application period (May 1- October 31). The application is used to evaluate local support, appropriateness of the Task Force's budget, economic development needs, and the overall commitment to preserving the downtown commercial base.

General Application Format

Applications must be submitted following the Main Street Arkansas application format (Exhibit VI). Alternative formats will not be accepted. Unless otherwise noted, answers must be limited to the space provided.

Although application scores are not based on presentation, a well-organized application does facilitate review. Keep your application materials securely contained in a binder. Attachments should be confined to an 8-1/2" x 11" format. Items can be folded or reduced to fit this size but must be bound in the application. Attachments must be individually tabbed in the bound application.

Application Review Process

After reviewing the application, the Main Street Arkansas State Coordinator and his/her staff will schedule a meeting with the representatives of the local Main Street Task Force and the community to discuss the specific needs of the downtown district. The state staff may identify specific areas of concern which it feels may require attention before the community can enter the Main Street Arkansas Program. Such concerns might include, but are not limited to, budget and staffing needs of the local Task Force; planning needs of the downtown district; local business participation and support; or other concerns voiced by the business community or local government. The goal of the Main Street Arkansas staff is to ensure that the local Task Force, city leaders, and business community arrive at a consensus for the revitalization of the downtown district before the application is approved.

Before the Main Street Arkansas staff approves or denies an application, the Main Street Advisory Board is afforded the opportunity to review and comment on the application. This is done during one of the Advisory Board's regular meetings. While **comments of the Advisory Board are NOT binding**, they do provide additional insight to the Main Street Arkansas staff as they make their decision.

Final Decision

After a thorough review of the application by both the Main Street Arkansas staff and the Main Street Advisory Board, the State Coordinator will issue a written decision regarding the acceptance or denial of the local task force's application. If accepted into the program, the Task Force must sign and comply with an annual letter of agreement and finalize its incorporation as a 501[c]3 if it has not already done so. All members of the local Main Street Board are also required to attend a mandatory training, conducted by the state staff.

If the Main Street State Coordinator denies the application, he/she will issue a letter to the Task Force outlining the reasons for the denial and laying out the steps to eliminate the deficiencies in the application. The state staff will continue to work with the Task Force in order to develop an acceptable Main Street program.

IV. MAINTAINING A MAIN STREET PROGRAM

ANNUAL LETTER OF AGREEMENT

Main Street Arkansas's ability to help a community continue to revitalize its downtown is dependent upon the level of local capacity, commitment, and involvement. For this reason, Main Street Arkansas asks the selected downtown organization to sign an annual Letter of Agreement (Exhibit VI) that clearly specifies the responsibilities of the downtown organization and those of Main Street Arkansas. Among other things, the local community must agree to:

- Guarantee employment of an executive director.
- Guarantee that an adequate, ongoing, sustainable program-operating budget will be funded for a minimum of three years.
- Guarantee that an adequate amount of clerical support staff will be available.
- Commit to using the Main Street Four-Point Approach and Eight Principles.
- Maintain an active board of directors.
- Maintain the focus of the local Main Street program on the downtown district.
- Develop an annual work plan for the local program.

ANNUAL FEE FOR SERVICES

Local Main Street Programs are required to pay an annual fee of \$500 to the Main Street Arkansas Program to defray consulting, conference expenses, and other services provided by the state office. This fee is due by December 31 of each year.

REMOVAL FROM THE MAIN STREET PROGRAM

If a local Main Street program fails to comply with the provisions of the annual Letter of Agreement, the Main Street State Coordinator may choose to send that program a written Initial Warning. The warning will include a summary of violations and provide guidance on how to correct the problem. The local program will be reevaluated by the State Coordinator 90 days following the first warning. If the local program has failed to correct the violations noted in the first warning, the State Coordinator may issue a Final Warning. If the local program is not in compliance within 90 days after the Final Warning is sent, the State Coordinator may terminate the Letter of Agreement with that community and discontinue all Main Street Arkansas services and activities provided in the agreement. Once the Letter of Agreement is terminated, the local program must reapply for Main Street Arkansas membership before it can receive state program services.

If a local Main Street program has received either an Initial Warning or Final Warning and is not yet in compliance when annual letters of agreement are signed, the Main Street State Coordinator may postpone signing that program's Letter of Agreement until compliance is regained.

V. INFORMATION RESOURCES

MAIN STREET FOI COMPLIANCE

The Main Street Arkansas Program, the Arkansas Historic Preservation Program, and the Department of Arkansas Heritage are all subject to the Arkansas Freedom of Information Act, codified in ACA 25-19-101 et seq. The following information resources are maintained and made available to the public by the Main Street Arkansas Program:

Paper Records

Project proposals and specifications, Main Street Advisory Board minutes, financial reports, and staff notes relating to the operation of local Main Street programs statewide.

Program Guidelines and Publications

Grant manuals and applications for Main Street Model Business Grant and Downtown Revitalization Grants; Main Street Arkansas Application Guidelines; Main Street Advisory Board Bylaws; and Main Street Arkansas promotional materials.

Meeting Notices

Main Street Arkansas Advisory Board meetings are open to the public, and prior public notice shall be given on all meetings in accordance with the Freedom of Information Act.

U.S. AND ARKANSAS CENSUS DATA

U. S. Census Bureau

<http://www.census.gov>

UALR – Census State Data Center

Phone: 501-569-8530

<http://www2.dina.org/csdcc>

DOWNTOWN REVITALIZATION ORGANIZATIONS

National Main Street Center

1785 Massachusetts Avenue, N.W., Washington, DC 20036 USA

Phone: 202.588.6219

<http://www.mainstreet.org>

REGIONAL PLANNING AND DEVELOPMENT DISTRICTS

Central Arkansas Planning and Development District

Rodney Larsen, Executive Director

P.O. Box 300

Lonoke, AR 72086

Phone: 501-676-2721

Fax: 501-676-5020

<http://www.aiea.ualr.edu/research/pdd/central>

East Arkansas Planning and Development District

Richard Spelic, Executive Director
P.O. Box 1403
Jonesboro, AR 72403
Phone: 870-932-3957
Fax: 870-932-0135
<http://www.aiea.ualr.edu/research/pdd/east>

Northwest Arkansas Planning and Development District

J. Mike Norton, Executive Director
P.O. Box 190
Harrison, AR 72602
Phone: 870-741-5404
Fax: 870-741-1905
<http://www.aiea.ualr.edu/research/pdd/northwest>

Southeast Arkansas Planning and Development District

Glenn Bell, Executive Director
721 Walnut Street
P.O. Box 6806
Pine Bluff, AR 71611
Phone: 870-536-1971
Fax: 870-536-7718
<http://www.aiea.ualr.edu/research/pdd/southeast>

Southwest Arkansas Planning and Development District

Terry Sherwood, Executive Director
P.O. Box 767
Magnolia, AR 71753
Phone: 870-234-4030
Fax: 870-234-0135
<http://www.aiea.ualr.edu/research/pdd/southwest>

West Central Arkansas Planning and Development District

Pat Heusel, Executive Director
1820 Higdon Ferry Road, Suite D
Hot Springs, AR 71903
Phone: 501-525-7577
Fax: 501-525-7677
Email: pheusel@hsnp.com
<http://www.aiea.ualr.edu/research/pdd/westcentral>

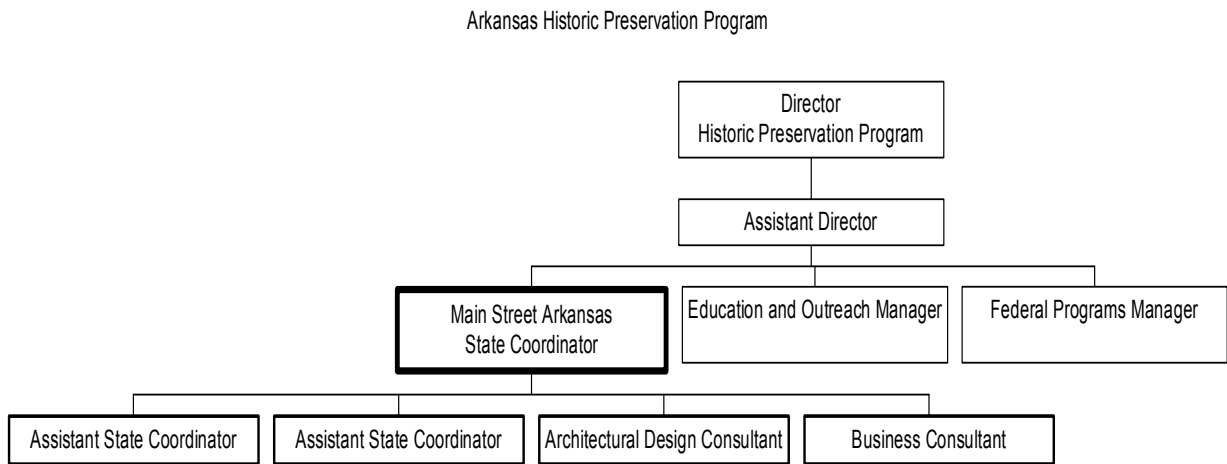
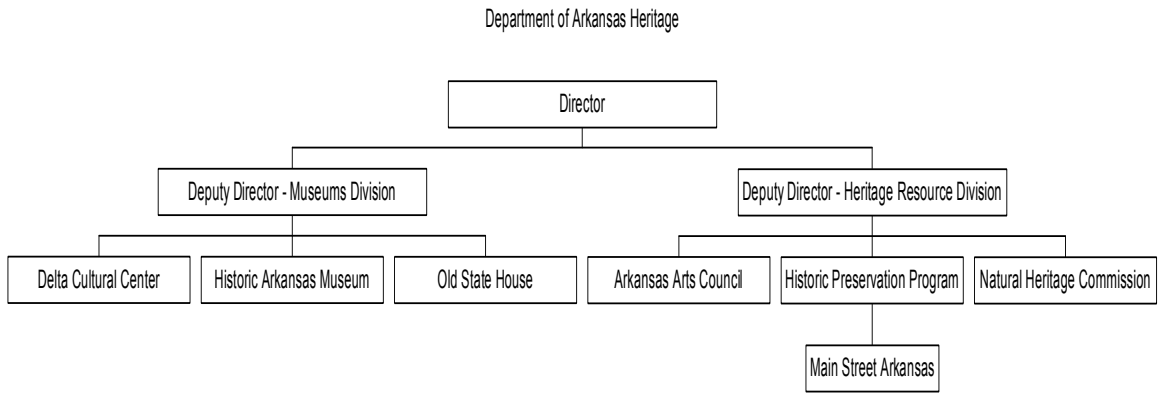
White River Planning and Development District

Van Thomas, Executive Director P.O. Box 2396
Batesville, AR 72501
Phone: 870-793-5233
Fax: 870-793-4035
Email: thomas@wrpdd.org
<http://www.aiea.ualr.edu/research/pdd/whiteriver>

Western Arkansas Planning and Development District

Mr. John Guthrie, Executive Director
P.O. Box 2067
Fort Smith, AR 72901
Phone: 501-785-2651
Fax: 501-785-1964
<http://www.aiea.ualr.edu/research/pdd/western>

APPENDIX I: DAH/AHPP MAIN STREET ORGANIZATIONAL CHART



APPENDIX II: BYLAWS OF THE MAIN STREET ARKANSAS PROGRAM

ARTICLE I FORMATION OF ADVISORY BOARD

Section 1. Creation/Sponsors. These bylaws are based upon those originally instituted by an agreement dated May 7, 1984, and originally entered into by the Arkansas Industrial Development Commission (since renamed as the Arkansas Department of Economic Development, hereinafter referred to as the "ADED"), the Arkansas Historic Preservation Program (hereinafter referred to as "AHPP"), and the Historic Preservation Alliance of Arkansas (hereinafter referred to as the "Alliance"). This agreement was the initial instrument in the organization and development of the Main Street Arkansas Program, hereinafter referred to as "MSA", and a copy of said agreement is attached to these bylaws, and incorporated herein by reference.

Section 2. Purpose. The purposes for which this Board is created include:

1. Encouraging the development, redevelopment, and improvement of downtown areas in cities and towns within the State of Arkansas, between 5,000 – 50,000 population (unless otherwise approved by the MSA program).
2. Support of local Main Street demonstration projects in the State by providing economic development, design assistance, business consultation, and monitoring.
3. Advise in the selection of project managers for cities participating in the Program.
4. Assist in the establishment of Main Street project offices within designated cities as well as help in the selection of local Main Street advisory committees.
5. Provide historic preservation design assistance and planning to targeted communities.
6. Serve as a resource center for the State in downtown revitalization techniques and to provide advice and technical assistance whenever possible to communities other than designated Main Street cities.
7. Conduct or sponsor seminars and other educational programs concerning development, redevelopment and improvement of downtown areas.
8. Promote and encourage the implementation of more effective, comprehensive legal and financing techniques and devices that will further the revitalization of downtown areas.

ARTICLE II ADVISORY BOARD

Section 1. Number, Selection, Term. The Advisory Board shall consist of nine members, with three persons selected by each party to the agreement. Each of the original three persons selected by a sponsoring organization shall be appointed for one, two, and three year terms, respectively, by the director or president of the organization. Thereafter, terms shall be for two years.

Section 2. Qualifications of Board Members. The persons selected for appointment to the Advisory Board by the director or president of a participating organization shall have interests and/or experience in economic revitalization of downtown areas or in historic preservation, and be willing to actively participate.

Section 3. Board Authority. The Board's function is to provide advice and guidance to the MSA State Coordinator and his/her staff, local Main Street executive directors, and the designated

Main Street communities when needed. A specific situation in which the Board's advice and guidance is solicited by the MSA staff is in the selection process for Main Street city designation.

Section 4. Removal. If a vacancy occurs in the Advisory Board (other than a vacancy resulting from the normal expiration of a term of office), the director or president of the entity responsible for that board member's appointment shall appoint a new member to fill the vacancy. Advisory Board members serve at the discretion of the director or president of the entity sponsoring the Program and may be replaced by the director or president of said entity before the expiration of term if deemed advisable by the director or president.

Section 5. Officer Elections. The officers of the Advisory Board shall be elected by the board members at the annual meeting, shall serve for a one year term, and may succeed themselves in office; officers shall consist of a:

- a. **Chairman**, whose duties include chairing all meetings of the Board, acting as a representative of the Board in functions requiring such representation, and acting as a liaison with the Program Manager in facilitating the goals of the Program.
- b. **Vice Chairman**, who shall assume all duties outlined for the Chairman in his/her absence.
- c. **Secretary**, whose duties include recording the minutes at meetings of the Advisory Board, presenting said minutes to the Chairman for review and acceptance by the Board, and maintaining Program records that result from meetings of the Board.

Section 6. Committees. The Advisory Board may, from time to time, create such ad hoc committees as are necessary to fulfill its functions in carrying out the purposes of the Program.

ARTICLE III MEETINGS OF THE ADVISORY BOARD

Section 1. Annual Meeting. An annual meeting of the Advisory Board shall be held in each calendar year at such time and place as may be determined by the MSA State Coordinator and the Chairman of the Advisory Board, for the purposes of electing officers and transacting such other business as properly may be brought before the meeting.

Section 2. Regular Meetings. Regular meetings of the Advisory Board shall be held not less than quarterly as the Main Street State Coordinator, in conjunction with the Chairman of the Advisory Board, deems necessary by any or all parties.

Section 3. Special Meetings. The Main Street State Coordinator, Chairman of the Advisory Board, or at least five members of the Advisory Board may, when deemed necessary, call special meetings of the Advisory Board.

Section 4. Quorum. A quorum of an Advisory Board meeting for the transaction of business at all meetings of the Board shall consist of any five members. If a quorum is not present or represented at any meeting of the board, a majority of the members entitled to vote thereat, present in person, may adjourn the meeting, until a quorum shall be present or represented. At such adjourned meeting at which a quorum shall be present or represented, any business may be transacted which might have been transacted at the meeting as originally notified. If the

adjournment is for more than 30 days, a notice of the adjourned meeting shall be given to each member.

Section 5. Notice. Written notice of every meeting of the Advisory Board stating the place, date, and hour of the meeting, shall be given either personally or by mail to each member not less than seven days before the date of the meeting. Attendance of a member at a meeting shall constitute a waiver of notice of such meeting and of all objections to the place or time of meeting, except when a member attends meetings solely for the purpose of stating, at the beginning of the meeting, any such objection to the transaction of any business. Meetings and actions of the Advisory Board shall be fully subject to the provisions of the Arkansas Freedom of Information Act, and public notice of meetings will be issued in a timely manner. Other interested parties shall be given such notice of meetings as the MSA State Coordinator and the Advisory Board shall deem appropriate.

Section 6. Voting. When a quorum is present at any meeting, the vote of a majority of the members present in person decides any question brought before such meeting, unless the question is one upon which the express provisions of law or these bylaws require a different vote, in which case such express provisions shall govern and control the decision of the question. Each board member shall at every meeting of the Board be entitled to one vote. The Director of the AHPP may designate in writing a voting representative. No Board member may vote by proxy.

Section 6. Rules of Order. All meetings MSA Advisory Board meetings are to operate under Robert's Rules of Order, to the extent that they do not conflict with these Bylaws.

ARTICLE IV CONFLICT OF INTEREST

Section 1. No member of the Advisory Board shall participate in any way in any action of the Advisory Board wherein he or she has a conflict of interest resulting in financial remuneration.

Section 2. Members shall state any personal or financial, past, current or anticipated interest concerning the item to be discussed and then may participate in that discussion.

Section 3. Members shall abstain from any official action taken by the Advisory Board concerning that item in which he or she has a conflict of interest.

ARTICLE V MAIN STREET ARKANSAS STATE COORDINATOR

Section 1. Duties. The MSA State Coordinator shall provide quarterly reports in brief and a full written annual report to the Advisory Board and to the three sponsoring organizations.

ARTICLE VII AMENDMENTS

Section 1. These Bylaws may be altered, amended, or repealed and new Bylaws may be adopted by a majority of the Advisory Board in office at any regular or special meeting. Written notice of any proposed amendment, alteration, or repeal of Bylaws must be delivered to members in advance of the meeting. All amendments to these Bylaws approved by the Advisory Board are subject to public hearing, legislative review, and filing as provided by the Administrative Procedures Act.

APPENDIX III: SAMPLE RESOLUTIONS

SAMPLE RESOLUTION

(For a chamber of commerce, downtown association, economic development corporation or similar organization(s))

A resolution supporting participation in the Main Street Arkansas program.

WHEREAS, the Main Street Arkansas program has been established to assist cities and towns in developing a public-private effort to revitalize urban neighborhood and traditional central business district commercial areas and,

WHEREAS, the Main Street Arkansas program will accept cities or towns to participate in its ongoing program and receive intensive technical assistance from Main Street Arkansas for a minimum of three years,

WHEREAS, the City/Town of _____ desires to participate in the Main Street Arkansas program,

NOW THEREFORE LET IT BE RESOLVED BY THE BOARD OF DIRECTORS OF

(name of organization)

SECTION 1. Fully endorses the submission of this application and agrees to participate in the development and financial support of the local Main Street program.

SECTION 2. Recognizes that a commitment to commercial district revitalization is an ongoing process requiring ongoing attention, community support and involvement, and a full public-private partnership.

SECTION 3. Endorses the goal of economic revitalization of the designated Main Street district within the context of the preservation and rehabilitation of its historic commercial buildings, recognizing that the Main Street program is one of many economic and community development tools utilized by a locale and that it is location specific.

PASSED, APPROVED, AND ADOPTED THIS _____ day of
, 2000.

President of Board

Executive Director

APPENDIX IV: SAMPLE BUDGETS

Budget Proposal

Cities of 5,000 - 50,000 population

Each city selected for the Main Street Arkansas Program is expected to demonstrate a financial commitment to the program for a minimum of three years.

Here is a sample three-year Main Street program budget for cities with populations between 5,000 and 50,000. This is only a sample showing minimum figures. Each community should be prepared to invest the amount required to ensure the success of its own Main Street program.

<u>Budget Category</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
Executive director's salary & benefits (includes employee taxes, insurance, etc.)	\$30,000	\$32,500	\$34,200
Travel/Education for Manager and Board	3,000	3,500	3,500
Office (rent, supplies, telephone, utilities)	8,000	8,500	9,000
Promotions	3,000	3,500	4,000
Incentive Programs (facade/sign improvement)	5,000	5,000	5,000
Contract for National Main Street Center Technical Assistance	4,000	3,000	2,000
Contract for National Main Street Center technical assistance	4,000	3,000	2,000
National Main Street Network Membership	200	200	200
Application for 501 © 3 Status	1,500		
Contract for National Main Street Center technical assistance	4,000	3,000	2,000
Totals	\$54,700	\$56,200	\$57,900

Budget Proposal
 Cities of 1,000 - 5,000 population

Here is a sample three-year Main Street project budget for cities with populations between 1,000 and 5,000. This is only a sample showing average figures. Each community should be prepared to invest the amount required to ensure the success of its own Main Street program.

<u>Budget Category</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
Part-time executive director's salary and benefits - 20 hours per week (includes employee taxes, insurance, etc.)	\$15,000	\$15,600	\$16,200
Travel Education for executive director and board	2,500	3,500	3,500
Office (rent, supplies, telephone, utilities)	4,000	4,000	4,000
Promotions	2,000	2,500	3,000
Incentive Programs (facade/sign improvement)	4,000	4,000	4,000
Contract for National Main Street Center technical assistance	4,000	3,000	2,000
National Main Street Network Membership	200	200	200
Application for 501 © 3 Status	1,500		
Totals	\$33,200	\$32,800	\$32,900

APPENDIX V: MAIN STREET ARKANSAS APPLICATION

Attached

APPENDIX VI: SAMPLE LETTER OF INTENT

Sample Letter of Intent

(non-binding)

(date)

Marian Boyd, Main Street Arkansas State Coordinator
Arkansas Historic Preservation Program
323 Center Street, 1500 Tower Building
Little Rock, AR 72201

Dear Ms. Boyd:

We are writing to express the City/Town of _____ intent to apply for the Main Street Arkansas program. We understand the need and establishment of a program that will focus on the revitalization efforts of our downtown district.

(Include information about your town or city and efforts toward forming an organization to implement your Main Street program).

Therefore, by this letter, please consider _____ interested in participating in the Main Street Arkansas program. We understand that our completed application and nine copies are due in your office by (date), no later than 4:30 p.m. We also understand that selection for the Main Street Arkansas program is based on a competitive process.

Sincerely,

Downtown Committee Chair or
Steering Committee Chair