



SAMPLE DOCUMENTS

Investing in Portland's Future



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Sample Letter of Intent (Non-Binding)

(date)*

Claudia Plaza, Coordinator
Portland Main Street
Portland Development Commission
Urban Development Department
222 NW Fifth Avenue
Portland, OR 97209-3859

RE: Letter of Intent – 2010 – Portland Main Street Program

Dear Ms. Plaza:

I am writing to express the _____ neighborhood's intent to apply for the 2010 Portland Main Street Program. We understand the need and establishment of a program that will focus on the revitalization efforts of our downtown district and are committed to hiring a full time Program Manager.

(include information about your community and efforts toward forming an organization to implement your Main Street Program).

Therefore, by this letter, please consider _____ interested in participating in the Portland Main Street Program. We understand that our completed application and 8 copies are due in your office by 5:00 p.m. on May 7, 2010.

Sincerely,

Title

*This Letter of Intent must be postmarked by February 19, 2010

Main Street Program Manager - Sample Job Description

The _____ Main Street Program is seeking an organized, dynamic, energetic commercial district revitalization professional to lead the _____ Main Street Program. This is a unique opportunity as it involves community revitalization. The Designated Main Street Program Manager is responsible for the coordination and oversight of the Main Street program within the target area. This includes managing the organization's development, and overseeing the program's economic development, promotions, and design projects. The Program Manager will help shape the program by working closely with the Main Street Executive Board, providing hands-on management of the program, and being an enthusiastic advocate for the business district revitalization program.

The ideal candidate will have extensive Main Street or other commercial revitalization experience in the development and execution of a grassroots-driven, downtown revitalization program or related economic, community development or historic preservation program in an urban setting. Candidate must possess strong communication skills to coordinate a broad range of business district stakeholders; ability to develop links among established stakeholders' activities and projects to aid in business retention; and competency in developing and overseeing volunteer-driven committees and projects.

Other Responsibilities Include:

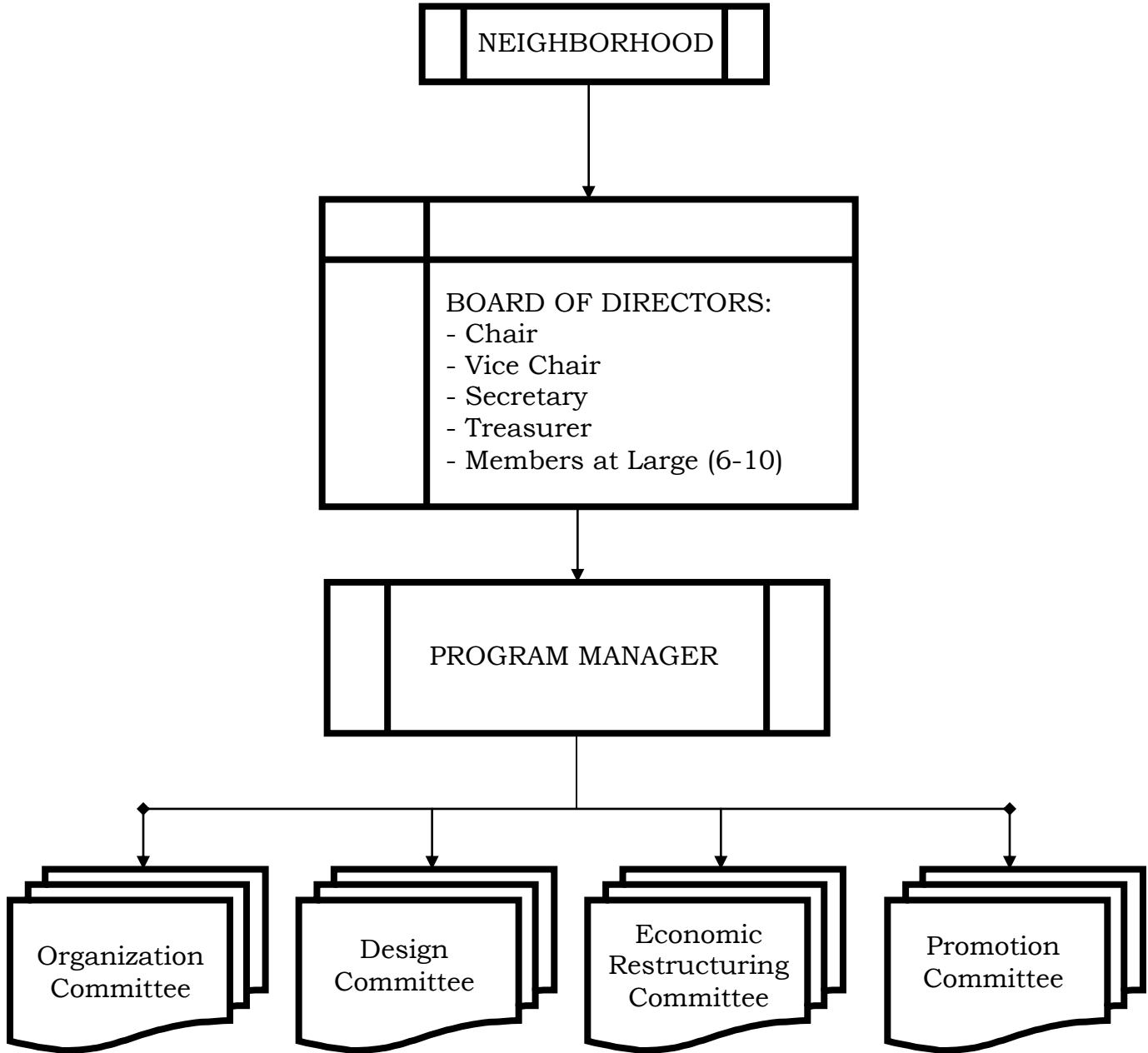
- **Represent and market the program at the local, state and national levels.** Represent and promote the program with volunteers, the public, funding partners, city, state and federal officials and the business owners, landlords and residents of the target area.
- **In tandem with the Executive Board of Directors, assist, develop and implement the program mission, vision, goals, objectives, and strategies via an annual workplan based on** the National Trust Main Street program methodology.
- **Manage the administrative aspects of the program** including record keeping, budget development and management; accounting; report preparation; maintaining meeting minutes, records and books; collecting and submitting monthly reports on the business district's job/business growth and monetary reinvestment; and motivation and supervision of volunteers, interns and/or consultants.
- **Recruit volunteers to, and coordinate activities of, four Main Street Committees** and assist each committee in development and implementation of its work plan. Participate in committee meetings and serve as the liaison between committees, the Executive Board of Directors, the business district stakeholders, and media outlets, ensuring that all actions and goals are synchronized.
- **Incorporate a focus on Sustainability** into all aspects of the Program. Engage the business district and stakeholders to creatively become a leader for sustainable practices.
- **Develop Resources:** Work with the Executive Board of Directors to research and develop fundraising activities for the program including identifying private (foundations, corporations, local businesses, individuals, etc.) and public (city, state, national) funding sources, programs, and potential partners. Lead the program in the grant-writing process.
- **Maximize communication between the existing Business District Association, Neighborhood Association and other organizations** to build strong, productive working relationships between partners and among all downtown stakeholders.

- **In preparation for near-future business recruitment efforts, develop and implement a strong business retention program** to identify “merchants at risk”, and to offer small business owners strategies and seminars to improve business. Integral to retention efforts, the manager will:
 - **Spend a minimum of 10-12 hours per week “on the street”** getting to know the business climate and environment as well as addressing individual business owner needs and concerns by directing them to appropriate available resources.
 - **Develop and implement surveys** for merchants, residents, civic groups and property owners to identify their needs and ideas on the commercial district.
 - **Act as a liaison between business owners and existing business resources to address obstacles to, and opportunities for, business success.** Issues to be addressed will include small business loans, transportation and parking, building improvements, licensing and inspections, etc. and would include resources such as the Small Business Development Center, local lending agencies, Chambers of Commerce, City of Portland, etc.
 - **Educate property and business owners about the importance of good design** and merchandising and develop a network of consultants to guide in appropriate design and implementation of improvement projects, including historians, architects and contractors. Work with zoning officials to facilitate and streamline process.
 - **Coordinate and enhance events, promotions, and advertising strategies** with existing business district organizations, the City, community groups, etc., to maximize the community image and retail opportunities.
 - **Conduct other duties and tasks as defined in future.**

Qualifications:

- Bachelor’s degree and minimum five years practical experience in business, finance, urban affairs/public policy, community development, historic preservation, or a related field. Background in Main Street, retail or working with retailers preferred.
- Proven track record in urban planning, preservation, non-profit, community & small business economic development, or volunteer/community organizing issues.
- Ability to delegate responsibilities effectively and motivate volunteers is essential.
- Excellent public speaking, interpersonal, time management, organizational, consensus-building and media relations skills.
- Strong written and oral communication skills.
- Experience in grant-writing process preferred.
- Strong computer skills using Microsoft’s Office Suite (Word, Excel, ACCESS and PowerPoint).
- Ability to work nights & weekends, as required.

Sample Organization Chart



First Year Sample Operating Budget
(full-time program manager)

	Private Funding (cash)	In Kind / Other Contributions	City Contribution	TOTAL
Administration				
Program Manager (including taxes)	20,000		30,000	50,000
Benefits	4,800			4,800
Clerical, Bookkeeping	800	800		1,600
Workshops, Training, Travel	2,400	200	350	2,950
TOTAL PERSONNEL	26,350	800	30,000	59,350
Office				
Rent	4,200	5,400		9,600
Utilities	320			320
Telephone	1,200			1,200
Office Supplies	850	200		1,050
Postage	1,100			1,100
Organization Insurance	400			400
Equipment, Repair	600	1,500		2,100
Dues, Subscriptions	400			400
TOTAL OFFICE	9,070	7,100		16,170
Other				
Photography	600			600
Printing	2,500	1,000		3,500
Local Meetings	250			250
Filing Fees, etc.	750			750
Memberships			300	300
Public Relations	1,700			1,700
Advertising, Promotions	3,000	1,500	3,000	7,500
Technical Assistance	2,100			2,100
Committee Expenses	5,000	4,300		9,300
Miscellaneous	500			500
TOTAL OTHER	18,050	7,000	3,650	26,500
Targeted Grants				
District Improvement Grant			20,000	
Green Grant			20,000	
TOTAL TARGETED GRANTS			40,000	40,000
TOTAL OPERATING EXPENSES	53,470	14,900	73,650	142,020

Sample Pledge/Contribution Letter

PLEASE RETURN THIS FORM TO:

**Attention Treasurer
Your Main Street Program
P. O. Box xxxx
Portland, OR 97xxx**

(date)

Portland Main Street
Selection Committee
222 NW 5th Avenue
Portland, OR 97209

RE: Pledge Agreement

Dear Committee Members:

We enthusiastically endorse the application for the _____ business district to participate in the Portland Main Street program.

To this end, you will find our initial pledge to assist in the implementation of this effort for \$_____ payable in equal annual payments of \$_____ for the program's first three years. We understand that this is not a three-year project and that we will be asked for continued support of the program in future years.

We are pleased to make this contribution and to support the revitalization and promotion efforts of our business district. We understand that the local Main Street Program will be an ongoing effort for years to come, focusing on the comprehensive Four-Point Approach; Organization, Design, Promotion, and Economic Restructuring, and that we will be asked to continue with our financial support beyond our original commitment. This pledge is contingent upon _____ being accepted into the Portland Main Street program.

Sincerely,

Signature

Please Print Name: _____

Business Name: _____

Address: _____

City/Town: _____ State _____ Zip Code _____

Phone Number: _____