Kennesaw Downtown Development Authority
Meeting Agenda
January 12, 2024 7:30 AM
Council Chambers

---

1. **Call to Order / Roll Call**
2. **Approval of the Meeting Minutes**
   A. Draft minutes 11.10.23
   B. Draft Executive Session minutes 11.10.23
3. **Financial Report**
   A. KDDA Financial Report as of 12.31.23
   B. Review open invoices (Legal November/December)
4. **Old Business**
   A. 2024 Beer Festival Rebrand Discussion
5. **New Business**
   A. Election of 2024 Board Officers
   B. 2024 Main Street Projects Discussion
6. **Public Comment**
7. **Board & Staff Comment**
   A. Main Street Standards Update
8. **Executive Session**
   A. Pursuant to the provisions of O.C.G.A. 50-14-3, the KDDA could, at any time during the meeting, vote to close the public meeting and move to executive session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under O.C.G.A. 50-14-2(1); and/or personnel matters as provided under O.C.G.A. 50-14-3 (4) and/or real estate matters as provided under O.C.G.A 50-14-3(6).
9. **Adjourn**

A. NOTICE: Any person who desires to appeal any decision from this meeting will need a record of the proceedings, and for the purpose may need to insure that a verbatim record of the proceedings is made which includes the testimony and evidence upon which the appeal is based. The Agenda is designed to make more efficient use of the KDDA's time. It is not designed to curtail discussion or input. If you need special accommodations to attend or participate in our meetings, please contact City Hall at least 24 hours in advance of the specific meeting you are planning to attend.

MINUTES OF KENNESAW DOWNTOWN DEVELOPMENT AUTHORITY MEETING
CITY OF KENNESAW
Council Chambers
November 10, 2023
7:30 AM

Present	Chair Mark Allen Vice Chair David Lyons Treasurer Leslie Patton Secretary Mary Jo Groeneveld Lexie Newhouse Ian Coats Nimesh Patel Leslie Patton

1. Call to Order / Roll Call

Chair Mark Allen called the meeting to order at 7:32 am.
Members present: Mark Allen, Nimesh Patel, David Lyons, Lexie Newhouse, Leslie Patton, Ian Coats, Mary Jo Groeneveld.
Staff present: Luke Howe, Miranda Taylor, Councilmember Pat Ferris

2. Approval of the Meeting Minutes

A. Approval of 10.13.23 draft meeting minutes

The board reviewed the draft minutes from the October 13, 2023 meeting. Mark Allen noted that the Executive Session section of the draft minutes should reflect a motion in open session regarding Property A, as discussed in Executive Session. David Lyons made a motion to approve the draft minutes as amended. Nimesh Patel seconded the motion. Motion passed unanimously.

B. Approval of 10.13.23 draft executive session minutes

The board reviewed draft Executive Session minutes from the October 13, 2023 meeting. Nimesh Patel made a motion to approve the Executive Session minutes as presented. David Lyons seconded the motion. Motion passed unanimously.

3. Financial Report

A. Financial report as of 10.31.23

Leslie Patton presented the financial report as of 10.31.23, with an ending cash balance of $82,695.04. David Lyons pointed out that we are currently collecting more rent than we pay on the 2844 S. Main property, and asked if we should reflect these funds as a liability in our financial reports. Staff will follow-up with the Finance department on this question. David Lyons made a motion to approve the financial report as presented. Leslie Patton seconded the motion. The motion passed unanimously.

B. Review of current/open invoices

The board reviewed legal invoices submitted for the month of October. Nimesh Patel made a motion to approve the invoices as presented. Ian Coats seconded the motion. The motion passed unanimously.

4. Old Business

A. Discussion of 2024 Beer Festival rebranding

As we've discussed in previous meetings, the Beer Festival in its current state is not performing as expected, and attendance has been declining. There was a proposal to try a mimosa festival concept, but the board was not fully supportive of such a narrowly focused event. Mark Allen discussed the 2024 event with Mike DiLonardo at Atlanta Beer Festivals and shared feedback from the board. Mike indicated that he would be amenable to presenting the event again as the Kennesaw Beer & Wine Festival, but would need to do it in a different venue, preferably at the new amphitheater. Mark asked staff if there was a no-nonsense date that the amphitheater is expected to open. Staff shared that at this time, there is not a published date for opening, because we still don't know what impact winter weather may have on the upcoming construction phases. The board discussed moving the event to the fall to ensure amphitheater availability, but recognized that they'll need to be careful not to schedule our event too close to the Acworth Beer Festival, which is also in the fall. No action necessary today, but Mark will continue to discuss details with Mike and report back.

5. New Business

A. CBD Project Review: Kennesaw Square

Nate Sirang (attending via zoom) introduced his company, Concord Wilshire, and gave a brief overview of their portfolio. Concord Wilshire is partnering with Piedmont Residential on the Kennesaw Square project. This project will be a destination mixed-use project, constructed as part of the Cobb Parkway Corridor redevelopment and an enhancement to the city's walkable downtown goals/amenities. Michael Miller with Piedmont Residential shared the site plan concept and project overview, including a presentation of the master plan and a breakdown of the uses proposed for the site, as shown in the CBD project application. He indicated the residential uses would be a mix of for-sale and rental products, but they are still working out the percentage mix for these two uses. The site plan provides pedestrian and vehicular connectivity to downtown, but the majority of the vehicular access is designed to come from Cobb Parkway, as this is a corridor that is built to handle larger traffic loads.

Nate Sirang presented a summary of the business plan. The total project value is estimated at $150 Million and will be built in one phase. The economic impact anticipates providing 855 construction jobs and once built will add 125 FT and 175 PT retail/ commercial jobs. Nimesh Patel asked if there was any estimate on the starting price of the for-sale residential product; at this time there is not an estimated price point as this would be driven by supply costs and market conditions when the units are built. Mr. Sirang also presented the project budget and noted this is a preliminary budget (because the project has not been formally bid out yet). This project will be developed in one phase over the next 4-5 years, allowing approximately 1 year for construction drawings/plans/plan review, 1 year for site work and 2-3 years for complete vertical construction. He also reviewed the cost summary for the elements that would potentially be included in future bond-for-title discussions at an estimated value of $60 Million.

The board had the following questions for the applicant:

- Ian Coats: Is interested to see the entrance/access to the project from Main Street; how easy is it to access and will it be an attractive entrance or look like a "back entrance"? Mr. Miller shared a concept drawing outlining the view from Main Street, and shared that it would be an attractive entryway to the project. Darryl Simmons addressed the Cobb Parkway revitalization efforts vs Main Street revitalization. This project will not isolate Main Street, but will focus vehicular traffic on Cobb Parkway.
- David Lyons: Is the average square footage for residential units in the whole development 800 SF? This seems small and doesn't meet the city's minimum of 1000 SF. Darryl Simmons provided an update to the board on how recent developments in the city (Revival on Main, The Ellison, the development at the former Tug site) have varied their unit sizes to meet market demand. This is something that is handled through the zoning process when projects like this are approved. Darryl also reminded the board that our CBD ordinance is over 10 years old and the market has changed in that time to support smaller units such as the ones outlined in this project. The unit sizes proposed are not out of line based on other developments in the city.
- Lexie Newhouse: Would a sidewalk be added on Cemetery Street to encourage pedestrian connectivity? Mr. Miller indicated that they are willing to work with the city to outline appropriate connectivity improvements on Cemetery Street and Keene Street to ensure pedestrian access.
- Leslie Patton: Is there a commitment that this is what we will actually see built in 5 years? How do we know this is what will be built? Luke Howe shared that our legal team has advised us to do an assignment of the existing development agreement on this site (as that is allowed due to the transfer of ownership) which will outline many of the requirements discussed today. In addition, the requirements of any incentive agreements would be tied to construction of the elements outlined in the business plan; if those elements are not built, the incentives are not given (similar to the Tug site incentives approved last year). We would come back to consider a bond for title deal after the CBD project application is approved at the Mayor & Council level, so any requirements identified during the CBD process can be incorporated into those agreements. Scott Peters, legal counsel for the applicant, addressed his client's understanding of the requirements and commitments as they relate to the development agreement and any future incentive agreements; they understand that incentives don't exist until the project is fully built to the expectations outlined in the agreements. Fred Bentley, Jr. (attending via zoom) echoed these comments and advised the board that he has been working with the applicant and staff to outline the development agreement.

- David Lyons: Shared that this project appears to be a great fit for Kennesaw and he is supportive of the project.
- Mark Allen: discussed the traffic concerns mentioned earlier and noted that Cobb Parkway is exactly the focus that is needed for this project as it can handle the increased traffic.
- David Lyons: What is the ask today? Staff advised that the board's consideration is to approve the CBD Project application submitted by the applicant. Following our meeting today, the CBD application will go to the Historic Preservation Commission and then Mayor & Council

David Lyons made a motion to approve the CBD project application and concepts as presented. Ian Coats seconded the motion. Motion passed unanimously.

6. Public Comment

There was no public comment at this meeting.

8. Executive Session

Executive Session was taken out of order, following Item 6 - Public Comment. Let the record reflect that KDDA Member Nimesh Patel left the meeting at 8:24 am due to a scheduling conflict.

Lexie Newhouse made the following motion: That this Authority now enter into closed session as allowed by O.C.G.A. §50-14-3 and pursuant to advice by the City Attorney, for the purpose of discussing Legal & Land. Seconded by Ian Coats. Those voting in favor: Mark Allen, Ian Coats, David Lyons, Mary Jo Groeneveld, Lexie Newhouse, and Leslie Patton. Those opposed none. The motion passed unanimously. The KDDA entered closed session at 8:26 am.

Lexie Newhouse made the following motion: That this body, in open session, adopt a resolution authorizing and directing the presiding officer to execute an affidavit in compliance with O.C.G.A. §50-14-4, and that this body ratifies the actions of the KDDA taken in closed session and confirm that the subject matter(s) of the closed session were within the exceptions permitted by the open meetings law. Seconded by David Lyons. Those voting in favor: Mark Allen, Ian Coats, David Lyons, Mary Jo Groeneveld, Lexie Newhouse, and Leslie Patton. Those opposed none. The motion passed unanimously. The KDDA exited closed session at 8:36 am

A. Pursuant to the provisions of O.C.G.A. 50-14-3, the KDDA could, at any time during the meeting, vote to close the public meeting and move to executive session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under O.C.G.A. 50-14-2(1); and/or personnel matters as provided under O.C.G.A. 50-14-3 (4) and/or real estate matters as provided under O.C.G.A 50-14-3(6).

7. Board & Staff Comment

A. Business Recruitment & Retention Presentation - Tanyel Aviles

Tanyel Aviles provided a business recruitment/retention overview and reviewed the BRE survey she uses with local businesses. Common themes she has identified with local businesses include workforce issues (attraction/retention), marketing/visibility, and

infrastructure. She's planning the following programs for 2024: Job Fair, quarterly SBDC classes, and quarterly business roundtables.
David Lyons asked Tanyel how business owners find her to use her services? Tanyel's information is included in the business license packets and is on our website, and she visits all new businesses. David noted that this role is something that the board has talked about for a while and he is glad to see it meeting needs for business owners.
Ian Coats asked Tanyel how the KDDA can help support her? Tanyel said they can refer potential business owners or current owners to her if they need assistance with any issues.
David Lyons requested for Tanyel to attend KDDA quarterly and share updates on trends and observations, which Tanyel agreed to do.
No action required on this item.

B. Main Street Standards (Miranda Taylor)

Miranda Taylor reviewed Main Street Standard 3: Diversified Funding and Sustainable Program Operations. David Lyons requested a copy of the annotated version of the handout so that the board has a copy of the items discussed under each indicator for this standard.
Mark Allen stated that he would like to see us outline one Main Street project that can be completed in the next 12 months that can be highlighted as a completed project. He asked the board to brainstorm ideas and decide on a project in January.
Ian Coats asked if we should consider putting together an annual report for Main Street/KDDA; staff agreed to put together a sample of what this could look like.
No action required on this item.

C. 2023 Holiday Market Recap Report

Miranda Taylor provided an update on the 2023 Holiday Market. The Saturday event was well attended and we likely got a lot of cross-attendance from Taste of Kennesaw. The Friday night VIP night went well, although attendance was a little low. We have made notes for improvement for next year! The vendors were all happy with their sales for the weekend and overwhelmingly approved the move to an indoor venue. Miranda will work on securing a date for next year immediately so that we can start vendor recruitment earlier in the year. No action required.

9. Adjourn

With no further discussion, David Lyons made a motion to adjourn, seconded by Leslie Patton. Motion passed unanimously. Meeting adjourned at 9:23 am.

A. NOTICE: Any person who desires to appeal any decision from this meeting will need a record of the proceedings, and for the purpose may need to insure that a verbatim record of the proceedings is made which includes the testimony and evidence upon which the appeal is based. The Agenda is designed to make more efficient use of the KDDA's time. It is not designed to curtail discussion or input. If you need special accommodations to attend or participate in our meetings, please contact City Hall at least 24 hours in advance of the specific meeting you are planning to attend.

Kennesaw Downtown Development Authority
Operating Cash Activity
For the Month Ended December 31, 2023

Beginning Cash	$ 76,428.61
Cash Receipts:	-
Total Cash Receipts	-
Cash Disbursements:	
Kathryn Collier	700.00
Turquoise Otter	1,000.00
Total Cash Disbursements	1,700.00
Ending Cash	$ 74,728.61

Income Statement

City of Kennesaw

Account Summary

For Fiscal: 2023-2024 Period Ending: 12/31/2023

		Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
Fund: 760 - KDDA FUND						
Revenue						
760-0000-34-756500-00000	FARMERS MARKET	3,000.00	3,000.00	0.00	0.00	3,000.00
760-0000-34-758000-00000	HOLIDAY MARKET	2,500.00	2,500.00	0.00	1,643.35	856.65
760-0000-34-758500-00000	BEER FESTIVAL REVENUE	2,500.00	2,500.00	0.00	0.00	2,500.00
760-0000-36-100000-00000	INTEREST REVENUES	1,200.00	1,200.00	0.00	0.00	1,200.00
760-0000-38-100700-00000	RENTS&ROYALTIES(BURGERFI) 2844 S. MAIN	40,518.00	40,518.00	0.00	6,955.64	33,562.36
760-0000-38-900000-00000	OTHER (MISCELLANEOUS REV)	25.00	25.00	0.00	0.00	25.00
	Revenue Total:	**49,743.00**	**49,743.00**	**0.00**	**8,598.99**	**41,144.01**
Expense						
760-7550-52-121000-00000	LEGAL SERVICES	15,000.00	15,000.00	0.00	609.00	14,391.00
760-7550-52-125000-00000	OTHER PROFESSIONAL SERV	1,500.00	1,500.00	0.00	0.00	1,500.00
760-7550-52-127000-00000	DESIGN & GRAPHIC DESIGN	250.00	250.00	0.00	0.00	250.00
760-7550-52-231000-00000	RENTAL OF LAND & BUILDNG	8,400.00	8,400.00	700.00	2,800.00	5,600.00
760-7550-52-325000-00000	POSTAGE	100.00	100.00	0.00	0.00	100.00
760-7550-52-330000-00000	ADVERTISING	500.00	500.00	0.00	0.00	500.00
760-7550-52-350000-00000	TRAVEL	500.00	500.00	0.00	0.00	500.00
760-7550-52-363000-00000	MEETING EXPENSES	100.00	100.00	0.00	0.00	100.00
760-7550-52-371000-00000	PROFESSIONAL DEVELOPMENT	600.00	600.00	0.00	0.00	600.00
760-7550-52-395000-00000	MILEAGE REIMBURSEMENT	250.00	250.00	0.00	0.00	250.00
760-7550-52-550000-00000	DEVELOPMENT AUTH EXPENSES	15,000.00	15,000.00	1,000.00	7,381.30	7,618.70
760-7550-52-615000-00000	FARMERS MARKET	1,560.00	1,560.00	0.00	0.00	1,560.00
760-7550-52-615500-00000	HOLIDAY MARKET	2,500.00	2,500.00	0.00	750.00	1,750.00
760-9000-61-611000-00000	WORKING CAPITAL RESERVE	3,483.00	3,483.00	0.00	0.00	3,483.00
	Expense Total:	**49,743.00**	**49,743.00**	**1,700.00**	**11,540.30**	**38,202.70**
	Fund: 760 - KDDA FUND Surplus (Deficit):	**0.00**	**0.00**	**-1,700.00**	**-2,941.31**	
	Total Surplus (Deficit):	**0.00**	**0.00**	**-1,700.00**	**-2,941.31**	

Group Summary

Account Type		Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
Fund: 760 - KDDA FUND						
Revenue		49,743.00	49,743.00	0.00	8,598.99	41,144.01
Expense		49,743.00	49,743.00	1,700.00	11,540.30	38,202.70
	Fund: 760 - KDDA FUND Surplus (Deficit):	**0.00**	**0.00**	**-1,700.00**	**-2,941.31**	**2,941.31**
	Total Surplus (Deficit):	**0.00**	**0.00**	**-1,700.00**	**-2,941.31**	

Fund Summary

Fund	Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
760 - KDDA FUND	0.00	0.00	-1,700.00	-2,941.31	2,941.31
Total Surplus (Deficit):	**0.00**	**0.00**	**-1,700.00**	**-2,941.31**	

City of Kennesaw

Balance Sheet
Account Summary
As Of 12/31/2023

Account	Name	Balance	
Fund: 760 - KDDA FUND			
Assets			
760-0000-11-111200-00000	OPERATING ACCOUNT	74,728.61	
760-0000-11-112100-00000	KDDA FACADE	3,634.01	
760-0000-11-311100-00000	DUE FROM/TO GENERAL FUND	350.00	
	Total Assets:	**78,712.62**	**78,712.62**
Liability			
760-0000-12-253500-00000	NOTE PAYABLE-CITY OF KENNESAW-CURR	16,092.54	
760-0000-12-260000-00000	DEPOSITS PAYABLE	3,000.00	
	Total Liability:	**19,092.54**	
Equity			
760-0000-13-120000-00000	ENCUMBRANCE	-7,865.28	
760-0000-13-230000-00000	CONTRIB CAP-DEVELOPERS	2,500.00	
760-0000-13-411500-00000	F/B RES FOR ENCUMBRANCES	7,865.28	
760-0000-13-422000-00000	F/B UNRES-UNDESIGNATED	60,061.39	
	Total Beginning Equity:	**62,561.39**	
Total Revenue		8,598.99	
Total Expense		11,540.30	
Revenues Over/Under Expenses		**-2,941.31**	
	Total Equity and Current Surplus (Deficit):	**59,620.08**	
	Total Liabilities, Equity and Current Surplus (Deficit):		**78,712.62**

Item Report

TO: The Kennesaw Downtown Development Authority

FROM:

DATE: January 12, 2024

TITLE: 2024 Beer Festival Rebrand Discussion

Summary:

Recommendation:

Fiscal Impact:

Attachments:
None

Item Report

TO: The Kennesaw Downtown Development Authority

FROM:

DATE: January 12, 2024

TITLE: Election of 2024 Board Officers

Summary:

Recommendation:

Fiscal Impact:

Attachments:
None

Item Report

TO: The Kennesaw Downtown Development Authority

FROM:

DATE: January 12, 2024

TITLE: 2024 Main Street Projects Discussion

Summary:

Recommendation:

Fiscal Impact:

Attachments:
None

STANDARD 2

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **A) Inclusive Organizational Culture and Diverse Volunteer Engagement, B) Active Board Leadership and Supporting Volunteer Base, C) Professional Staff Management, and D) Effective Operational Structure.**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can become proactive and effective agents for inclusive community engagement and leadership development, ensuring that the investment of time and talents is a rewarding experience. Each indicator serves as an example of how a Main Street program is effectively meeting the Standard of building and fostering broad community commitment to revitalization.

A) INCLUSIVE ORGANIZATIONAL CULTURE AND DIVERSE VOLUNTEER ENGAGEMENT

INDICATOR 1: The Main Street organization has demonstrated its commitment to diverse, inclusive, and equitable district and community engagement. Examples of how these efforts are demonstrated include, but are not limited to:

- The organization's stated mission and core values show a commitment to engaging all sectors of the community it serves.
- Internal and external messaging promotes that Main Street has a place for everyone in the community and that diverse engagement is welcomed and valued. Communication tools address language barriers as appropriate.
- Work plans and programming activities address accessibility and inclusive design for all community members.
- The organization's policies address equitable access for all district and community stake-holders in the organization's leadership structure (Board and committees) as well as in specific projects and activities.

Not Meeting: ☐ **Room for Improvement:** ☐ **Meeting:** ☑

INDICATOR 2: The Main Street organization has implemented an inclusive volunteer program that demonstrates the capacity to implement approved annual work plans and programming for the district. Examples of how these efforts are demonstrated include, but are not limited to:

- Clearly outlined volunteer needs for approved work plans or programming activities are in place and promoted broadly.
- A proactive effort to recruit diverse volunteers representing the entire community in a culturally competent way.
- Active volunteer coordination throughout the year that ensures attention to thoughtful placement, rotation, and retention of new and existing volunteers within the organization.
- Initiatives, activities, or events are taking place throughout the year to recognize and/or demonstrate appreciation for Main Street volunteers.
- Volunteers at all levels have access to and receive appropriate orientation, trainings, and leadership development throughout the year.

Not Meeting: ☐ **Room for Improvement:** ☑ **Meeting:** ☐

INDICATOR 3: The Main Street Board of Directors is formed with a diverse and balanced representation of district and community stakeholders. Examples of board make-up could include but are not limited to:

- District business and property owners
- District and community residents
- Community businesses/corporations
- Institutions (schools, universities, foundations, nonprofits, government)

Not Meeting: ☐ **Room for Improvement:** ☐ **Meeting:** ☑

INDICATOR 4: The Main Street organization has developed a leadership base that reflects the district and the community it serves. The leadership base should be open, inclusive, and representative of the entire community, taking into account a broad range of dimensions of diversity, including race, ethnicity, gender, education, physical and mental ability, veteran status, and income level. The program should take proactive measures to ensure under-represented groups are included. Examples of a diverse and inclusive board include, but are not limited to:

- Looking at the community's most recent population data, Main Street leadership reflects:
  - A balanced level of participation of all age groups.
  - The racial and ethnic diversity of the community.
  - Gender balance.
- The organization's leadership base demonstrates a wide range of skills, experiences, and perspectives.

Not Meeting: ☐ **Room for Improvement:** ☑ **Meeting:** ☑

B) ACTIVE BOARD LEADERSHIP AND SUPPORTING VOLUNTEER BASE

INDICATOR 1* Board members have demonstrated active engagement in the Main Street program throughout the year. Ideally, 100% but no less than 75% of Board members have:

**All of the items identified below are required to pass this indicator. Please check each box below to verify your program has met each baseline requirement. Meeting this indicator is required to be eligible for accreditation.*

- [x] Attended Board meetings 75 percent of the time throughout the year.
- [ ] All Board members have completed Main Street 101 and have participated in a Board Member orientation that is specific to their program.
- [ ] Existing Board members participated in annual training and have received at least 2 hours of continuing education credit in a downtown development related topic.
- [x] Played an active role on the Board by contributing to a committee, a task force, or key initiative.
- [x] Advocated for the program and the district within the community, in coordination with Main Street staff and the rest of the board.

INDICATOR 2: Board members have demonstrated active leadership and support to ensuring the program is appropriately funded to meet its operational responsibilities and programming goals. Examples of active board leadership include, but are not limited to:

- Participated in the development of fundraising goals.
- Led or participated in a key fundraising activity of the organization.
- Made direct solicitations.
- Supported donor relationship, retention, and/or recruitment.

Not Meeting: ☐ **Room for Improvement:** ☑ **Meeting:** ☐

INDICATOR 3: The Main Street program has developed an active, supporting volunteer structure to ensure capacity to plan and implement the approved work plans. Examples of how these efforts are demonstrated include, but are not limited to:

- Establish committees, task forces, or teams to support the program's selected Transformation Strategies, Board's outlined priorities, and the Four Point Approach.
- Each volunteer committee, task force, or team has an active leader, chair, or co-chairs.
- Each volunteer committee, task force or team has an appropriate number of members to plan the approved number of projects or initiatives it intends to implement.
- Committees or teams participate in trainings that support their roles at least annually.

Not Meeting: ☐ **Room for Improvement:** ☑ **Meeting:** ☐

C) PROFESSIONAL STAFF MANAGEMENT

INDICATOR 1*: The Main Street organization has maintained the level of professional staff necessary to achieve its mission, goals, and annual work. These efforts are demonstrated by fulfillment of all the following:

**All of the items identified below are required to pass this indicator. Please check each box below to verify your program has met each baseline requirement. Meeting this indicator is required to be eligible for accreditation.*

- ☑ Employ a full-time, paid, professional downtown manager responsible for the daily administration of the local Main Street program.
- ☑ Main Street staff have job descriptions and defined performance expectations.
- ☑ Main Street director and staff has completed Main Street 101.
- ☑ Main Street staff participates in professional development offerings (30 hours annually).
- ☑ Main Street staff communicates regularly with the Board and specifically with the Board Chair and offers regular monthly reports to the Board.

Completion Date for Main Street 101: 8/22/2022

INDICATOR 2: The Main Street Board of Directors has supported and provided guidance to its Main Street director and staff throughout the year. Examples of this include, but are not limited to:

- The Board provides regular feedback to the program's director.
- The Board ensures a formal performance review of all Main Street staff is conducted at least once annually.
- The Board supports the development of an annual budget to support professional staff. This includes but is not limited to competitive pay, benefits and opportunity for appropriate merit-based increases.
- The Board supports the development of an annual budget and provides staff with professional development and training opportunities, including travel.
- The Board or the program's managing organization has a plan in place to manage succession or the director's transition and recruitment.

Not Meeting: ☐ **Room for Improvement:** ☐ **Meeting:** ☑

D) EFFECTIVE OPERATIONAL STRUCTURE

INDICATOR1*: The Main Street organization has developed appropriate operational and organizational practices to manage effectively. This must include the following:

**All of the items identified below are required to pass this indicator. Please check each box below to verify your program has met each baseline requirement. Meeting this indicator is required to be eligible for accreditation.*

- [x] A clearly defined mission and vision statement that confirms the purpose of the organization.
- [x] Established by-laws, which are reviewed annually and revised appropriately to carry out the program's mission for the district. Bylaws should include but are not limited to operating policies and procedures, conflicts of interest, personnel management, leadership selections, elections, and terms, Board roles and responsibilities, etc.
- [x] Appropriate insurance for the organization, Board/staff, and its programming.
- [x] Legal and financial requirements are met and maintained as required with its tax status or operation structure.
- [x] A clearly defined organizational chart that includes where your organization is housed and the line of supervision.
- [x] A map illustrating clearly defined district boundaries.

Main Street Standards Community Self Assessment

Standard 2: Inclusive Leadership and Organizational Capacity

A) Inclusive organizational culture and diverse volunteer engagement
    a. Indicator 1: Meeting
        i. Examples: KDDA Mission Statement ("Our mission is to create a vibrant downtown, with the assistance of the downtown community, in order to unite and establish viable businesses while maintaining our sense of community and historic heritage")
        ii. Annual work plan (based on ED Strategic Plan) addresses a diverse range of activities and events
        iii. Board membership represents a diverse range of backgrounds and experiences
    b. Indicator 2: Room for Improvement
        i. Board engages volunteers on a limited basis; could explore ways to improve recruitment and use of volunteers for programs, planning committees, and events
    c. Indicator 3: Meeting
        i. Board membership represents a diverse range of backgrounds and experiences
    d. Indicator 4: Room for Improvement/Meeting
        i. Board is diverse but could do better at reaching out to a younger audience for involvement in event planning/volunteering

B) Active Board Leadership and Supporting Volunteer Base
    a. Indicator 1: not (yet) meeting; must check all boxes to meet
    b. Indicator 2: Room for Improvement
        i. Board member involvement in soliciting sponsors and leading fundraising efforts
    c. Indicator 3: Room for Improvement
        i. Board could more effectively use task forces or teams to plan and implement programs and events
        ii. Staff needs to be more intentional about sharing training opportunities and ensuring board is trained as necessary

C) Professional Staff Management
    a. Indicator 1: Meeting
    b. Indicator 2: Meeting
        i. Board provides feedback at monthly meetings to inform and direct downtown events and programs
        ii. Board supports budget development; staff manages KDDA and general fund budgets
        iii. ED Strategic Plan is in place to guide annual work plan for downtown development

D) Effective Operational Structure
    a. Indicator 1: meeting