Authority Members
Mark Allen
Ian Coats
Lexie Newhouse
Nimesh Patel
Mary Jo Groeneveld
David Lyons
Leslie Patton

Kennesaw Downtown Development Authority
Meeting Agenda
February 9, 2024 7:30 AM
Council Chambers
(2529 J.O. Stephenson Avenue, Kennesaw, GA 30144)

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1. **Call to Order / Roll Call**
2. **Approval of the Meeting Minutes**
   A. Draft meeting minutes - 01.12.24 meeting
   B. Draft Executive Session minutes 01.12.24
3. **Financial Report**
   A. Financial report as of 01.31.24
4. **Old Business**
   A. Beer Festival/Drinks at the Depot Update
   B. 2024 Main Street Projects Followup
5. **New Business**
   A. 2024 Kennesaw Farmers Market Season
   B. 2024 Kennesaw Holiday Market
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
January 12, 2024
7:30 AM

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

1. Call to Order / Roll Call

KDDA Chair Mark Allen called the meeting to order at 7:31 am.
Members present: Mark Allen, David Lyons, Leslie Patton, Lexie Newhouse, Ian Coats, Mary Jo Groeneveld.
Members absent: Nimesh Patel
Staff present: Luke Howe, Miranda Taylor, Fred Bentley, Jr.

2. Approval of the Meeting Minutes

A. Draft minutes 11.10.23

Draft minutes from the 11.10.23 meeting were reviewed. David Lyons made a motion to approve the minutes. Motion seconded by Lexie Newhouse. Motion passed unanimously.

B. Draft Executive Session minutes 11.10.23

Draft minutes from the 11.10.23 Executive Session were reviewed. David Lyons made a motion to approve the Executive Session minutes. Ian Coats seconded the motion. Motion passed unanimously.

3. Financial Report

A. KDDA Financial Report as of 12.31.23

Leslie Patton presented the financial report as of 12.31.23, noting that the report does not show a rent payment in December for Main Street Burger (BurgerFi). Miranda Taylor advised the board that there was an issue with the deposit of the December rent check and we had to coordinate with Mr. Diamond to get a replacement check. The deposit has been processed and should appear on the January financial report, along with the January rent payment. David Lyons made a motion to approve the financial report as presented. Motion was seconded by Lexie Newhouse. With no further discussion the board voted and the motion passed unanimously.

B. Review open invoices (Legal November/December)

The board reviewed legal invoices submitted for the month of November and December. David Lyons made a motion to approve the invoices as presented. Ian Coats seconded the motion. Motion passed unanimously.

4. Old Business

A. 2024 Beer Festival Rebrand Discussion

Mark Allen shared an update on the Beer Festival and rebranding conversations with Atlanta Beer Festivals. The Depot Park Amphitheater is set to open in the spring, however a hard date has not been published. Because of this, Mark recommends we consider moving the 2024 festival to the fall. We need to find a date and agree on a name. We will need a strong branding approach in order to continue working with Mike DiLonardo at Atlanta Beer Festivals, and we'll need to sell at least 2,000 tickets to for the event to be profitable. The board previously discussed "Drinks at the Depot" as the festival name, and the consensus of the board is that they would like to pursue using this name. For fall, we will need to secure a date that won't conflict (too much) with football/baseball games. Leslie Patton asked if we could have a a screen up at the festival to show whichever "big game" was happening that day; the board agreed this would be a good idea to pursue. The board would also like to secure a step & repeat or other branded photo backdrop. Mark also reminded the board that we will need to secure a food truck component for the event; we can start with the ones that participated last year and try to book them for the fall. Mark Allen will check with Events Commitee and Mike DiLonardo for an acceptable date between mid-September and mid-October and report back to the board. No action necessary this month.

5. New Business

A. Election of 2024 Board Officers

The board discussed election of officers for 2024. David Lyons noted that the currently serving officers seem to be working well. The currently serving officers are:
Chair: Mark Allen
Vice-Chair: David Lyons
Treasurer: Leslie Patton
Secretary: Mary Jo Groeneveld

The board should consider appointing a staff member as Assistant Secretary to be able to handle signatures on approved board documents if the Secretary is not available. David Lyons made a motion to approve the current slate of officers to continue in their posts, and to appoint Miranda Taylor as Assistant Secretary. Ian Coats seconded the motion. Vote taken; motion passed unanimously.

B. 2024 Main Street Projects Discussion

At the November meeting, Mark Allen challenged the KDDA members to come up with ideas for Main Street projects/programs that could be implemented in 2024. The board revisited that discussion today.

- Ian Coats proposed a program called Kennesaw DIP (downtown incentive program). The thought behind the program is figuring out what the KDDA can do as an "extra" benefit for downtown properties to help incentive the sale or development of under utilized properties. He suggested coming up with a list of properties that are available for sale or that are not developed and creating a 1-page information sheet for each property; information would include property location, history, and any available incentives that could be pursued. This could then be used to help incentivize the owner to promote the property for the highest and best use. The KDDA can only offer positive assistance; there is no code enforcement action that the KDDA can utilize on downtown properties (this action lies solely with the Mayor & Council to enact). The board liked this concept and tasked staff with preparing a concept for the information sheet for review at the next meeting. Board members will email an initial property list to Miranda at least 1 week prior to the next meeting so that it can be reviewed at the next board meeting.
- Mark Allen suggested considering a program to help with determining whether historic properties in downtown are feasible for adaptive reuse or if they are structurally unsound. The cost of the architectural study to determine the feasibility of reuse is often a barrier to redevelopment/adaptive reuse of downtown properties. Mark suggested a program for KDDA to advance the cost of the study to interested owners/clients, with payback being calculated using a sliding scale based on the closing date. If the client using the advance ends up not closing or developing the property within a determined amount of time (outlined in the advance agreement), they will be required to pay back 100% of the advance. The board also expressed interest in this program and would like to outline more details for consideration at a future meeting.

No board action is required today on either item.

Due to schedule commitments, Leslie Patton and Ian Coats left the meeting following this agenda item, at 8:30 am.

6. Public Comment

There was no public comment.

7. Board & Staff Comment

Board Comments:

- David Lyons stated that he would like to get a better understanding of how KDDA could assist the Kennesaw Downtown Merchants Association in meeting their goals and involving them with KDDA. He'd like to invite the KDMA leadership to a future meeting, so they can share what they need.
- Mary Jo Groneveld asked if there were any updates on the traffic plans to accommodate the additional development that is happening downtown. Staff advised the board of the status of the Sardis Street extension and Cherokee

Street widening projects and the timing of the SPLOST funds supporting these road projects.

Staff Comments:

- Luke Howe shared that staff is waiting on a bond application from Kennesaw Square and that we are working with legal to update the development agreement for this project. The development agreement will settle road abandonment issues and will need to be completed prior to accepting a bond application.
- Luke Howe also shared that the development on the former TUG site is moving along quickly and that the developers are doing exactly what they said they would do. The developer is engaged with potential users for the commercial outparcel on Main Street. Staff will continue to update the board on the status of this project as it continues to make progress.

A. Main Street Standards Update

Since two board members had to leave, David Lyons made a motion to postpone this item to the February KDDA meeting. Mary Jo Groenveld seconded the motion and the motion passed with a vote of 4-0 (Patton and Coats were absent).

8. Executive Session

Executive Session was taken out of order, following the Call to Order/Roll Call.

David Lyons 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. Seconded by Leslie Patton. Those voting in favor: Mark Allen, David Lyons, Mary Jo Groeneveld, Lexie Newhouse, Ian Coats, and Leslie Patton. Those opposed: none. The motion passed unanimously. The KDDA entered closed session at 7:31 am.

David Lyons 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 Leslie Patton. Those voting in favor: Mark Allen, David Lyons, Mary Jo Groeneveld, Lexie Newhouse, Ian Coats, and Leslie Patton. Those opposed: none. The motion passed unanimously, 6-0. The KDDA exited closed session at 7:35 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).

9. Adjourn

With no further business to discuss, David Lyons made a motion to adjourn. Motion seconded by Mary Jo Groeneveld. Motion passed with a vote of 4-0. Meeting adjourned at 8:45 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 January 31, 2024

Beginning Cash	$ 74,728.61
Cash Receipts:	
Interest Earned	88.97
Main Street Burger LLC	3,477.82
Total Cash Receipts	3,566.79
Cash Disbursements:	
Nelson Mullins Riley & Scarbo	1,411.00
Bentley, Bentley & Bentley	2,480.91
Total Cash Disbursements	3,891.91
Ending Cash	$ 74,403.49

Income Statement

Account Summary

City of Kennesaw

For Fiscal: 2023-2024 Period Ending: 01/31/2024

		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	0.71	92.90	1,107.10
760-0000-38-100700-00000	RENTS&ROYALTIES(BURGERFI) 2844 S. MAIN	40,518.00	40,518.00	3,477.82	10,433.46	30,084.54
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**	**3,478.53**	**12,169.71**	**37,573.29**
Expense						
760-7550-52-121000-00000	LEGAL SERVICES	15,000.00	15,000.00	3,891.91	4,500.91	10,499.09
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	3,500.00	4,900.00
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	0.00	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**	**4,591.91**	**16,132.21**	**33,610.79**
	Fund: 760 - KDDA FUND Surplus (Deficit):	**0.00**	**0.00**	**-1,113.38**	**-3,962.50**	
	Total Surplus (Deficit):	**0.00**	**0.00**	**-1,113.38**	**-3,962.50**	

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	3,478.53	12,169.71	37,573.29
Expense		49,743.00	49,743.00	4,591.91	16,132.21	33,610.79
	Fund: 760 - KDDA FUND Surplus (Deficit):	**0.00**	**0.00**	**-1,113.38**	**-3,962.50**	**3,962.50**
	Total Surplus (Deficit):	**0.00**	**0.00**	**-1,113.38**	**-3,962.50**	

Fund Summary

Fund	Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
760 - KDDA FUND	0.00	0.00	-1,113.38	-3,962.50	3,962.50
Total Surplus (Deficit):	**0.00**	**0.00**	**-1,113.38**	**-3,962.50**	

City of Kennesaw

Balance Sheet
Account Summary
As Of 01/31/2024

Account	Name	Balance	
Fund: 760 - KDDA FUND			
Assets			
760-0000-11-111200-00000	OPERATING ACCOUNT	74,403.49	
760-0000-11-112100-00000	KDDA FACADE	3,637.94	
760-0000-11-311100-00000	DUE FROM/TO GENERAL FUND	2,380.00	
	Total Assets:	**80,421.43**	**80,421.43**
Liability			
760-0000-12-110000-00000	ACCOUNTS PAYABLE	700.00	
760-0000-12-260000-00000	DEPOSITS PAYABLE	3,000.00	
	Total Liability:	**3,700.00**	
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	78,183.93	
	Total Beginning Equity:	**80,683.93**	
Total Revenue		12,169.71	
Total Expense		16,132.21	
Revenues Over/Under Expenses		**-3,962.50**	
	Total Equity and Current Surplus (Deficit):	**76,721.43**	
	Total Liabilities, Equity and Current Surplus (Deficit):		**80,421.43**

4.A.

Item Report

TO: The Kennesaw Downtown Development Authority

FROM:

DATE: February 9, 2024

TITLE: Beer Festival/Drinks at the Depot Update

Summary: The preferred date of 9/28/24 was approved by the Events Committee on 2/1/24. There is a 5k race downtown that morning, so we will need to be aware of that when planning our setup for the festival. The 5k will clear the area (and open roads) by 10am.
Outstanding items to consider:

- Event logo development
- Event entertainment (large screen to show football game?)
- Sponsorship packages (update/expand?)
- Food truck scheduling
- Onsite branding (step & repeat backdrop, photo ops, etc)

Recommendation:

Fiscal Impact:

Attachments:
None

Item Report

TO: The Kennesaw Downtown Development Authority

FROM:

DATE: February 9, 2024

TITLE: 2024 Main Street Projects Followup

Summary:

Recommendation:

Fiscal Impact:

Attachments:
None

Item Report

TO: The Kennesaw Downtown Development Authority

FROM:

DATE: February 9, 2024

TITLE: 2024 Kennesaw Farmers Market Season

Summary:

- Proposed season dates for 2024: first week of May - second week of October; skipping Memorial Day & Labor Day
- Mondays, 3:30 - 7:00 pm
- 2023 rates:
    - Full season Growers ($170); Makers ($340)
    - Weekly: Growers/Farmers (started at $10 weekly; went to free attendance mid-season); Makers ($20/week)
- 2024 rates: Same as end of 2023 season?

Recommendation:

Fiscal Impact:

Attachments:
None

Item Report

TO: The Kennesaw Downtown Development Authority

FROM:

DATE: February 9, 2024

TITLE: 2024 Kennesaw Holiday Market

Summary:

- 2024 Market Dates are secured; November 8 (VIP Shop & Sip) and November 9 (open market day)
- Vendor rates were $50 in 2023; renew for 2024?
- Consider an early bird rate for previous vendors who commit and pay by May 1

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.*

- ☑ A clearly defined mission and vision statement that confirms the purpose of the organization.
- ☑ 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.
- ☑ Appropriate insurance for the organization, Board/staff, and its programming.
- ☑ Legal and financial requirements are met and maintained as required with its tax status or operation structure.
- ☑ A clearly defined organizational chart that includes where your organization is housed and the line of supervision.
- ☑ 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