

Cape Charles VA Main St.

Cape Charles Civic Center  
Regular Meeting  
July 9, 2018  
6:00 P.M.

6:00 pm – Tammy Halloway, having established a quorum called the meeting to order since chairperson Andy Bucholz was running late.

Motions were made and passed to approve agenda. Date correction for next meeting was made for minutes of June meeting. Voted to accept with corrections.

Present at meeting – Andy Bucholz, Tammy Halloway, Susan Eideman, Molly Pikron, Bill Stramm, Carol Evans, Jeff Gray, Patsy Harris. Also in attendance Program Director, Shelly Gorman and one member of the public.

New board members were introduced

- Patsy Harris – co-chair of Promotions Committee
- Jeff Gray – co-chair of Economic Vitality Committee
- Susan Eideman – co-chair of Economic Vitality Committee

Carol Evans made a motion to accept Patsy Harris as Secretary. Agreed

501c3 and Budget Transition –Shelly is working through steps to finalize transition of budget for Cape Charles Main St. from Town of Cape Charles for fiscal year that started July 1, 2018. Everything is transitioned over to 501c3 except Shelly's town email. That is in the works. Still working on getting payroll set up. Trying to get Quick Books to line up seamlessly with town accounts. Fiscal year closed June 30.

Question about contract with Otto. Could not switch over to CCMS because grant was made to town so they will keep it on their books –explained by Shelly. Tammy reiterated, CCMS will manage it.

Jeff Gray requested more information regarding contract with Otto. Shelly directed him to Dropbox files.

Andy Bucholz asked for a motion to approve bylaws for Cape Charles Main St. VA, Inc. Motion made by Bill Stramm, seconded by Molly Pikron and vote to approve was unanimous.

Shelly Gorman discussed next steps for branding project with Otto. Architecture plan was discussed, minor changes made and will be given back to Otto to begin design work. It was agreed to make the architecture graphic available online but not to disseminate to public.

Tammy shared details of July 27 Governor's visit and ribbon cutting ceremony. Board members invited to participate. It was agreed board members would get polo shirts to wear that day.

VA Downtown – Tammy updated board on this designation as the first of the pilot programs in the state. Secretary of Commerce and Trade had a great visit.

Shelly and Tammy to attend a conference in Harrisonburg – Intersections Conference

Communications collateral – it was agreed to get interim business cards and stationary for CCMS board to use with a simple Cape Charles Main St. design.

RFP update – Use affiliate grant to get funding for economic data collection. RFP is up on site and closes on July 11. Anna Lee, Paul Grossman, Linda Buskey, Bill Stramm, Andy Bucholz are all on committee to made decisions. Susan Eideman volunteered for committee since it's an EV initiative.

Travel Guide – Motion was made by Carol Evans to not purchase the ad in the Virginia Travel Guide that was purchased in the past. It has been a significant expense and there is no ROI data to date. Seconded and agreed unanimously

Committee Reports were made.

- Bill Stramm - Organization committee set up process for grant writers to attend committee meetings. Next meeting is scheduled.
- Tammy Holloway and Molly Pikron - Design Committee – subcommittee walk about reports due at next committee meeting on July 18. Begin discussions of Strawberry Plaza.
- Andy Bucholz - Economic Vitality Committee – upcoming subcommittee meeting with VA Tech housing research . Entrepreneurial audit ongoing.
- Carol Evans and Patsy Harris - Promotions Committee – audit of businesses on CCBTB.com done by Kohlers. Ongoing project. Stephanie Holvick is handling social media. Patsy Harris will handle press releases. Discussion of possible events.

Patsy Harris has agreed to spearhead the CBL (Community Business Leadership) Workshop scheduled for September 18 with help of a volunteer from Economic Vitality Committee

Work session date set for July 30

Next Board Meeting August 13

Motion to adjourn made by Bill Stramm and seconded

Agreed to unanimously.

Meeting adjourned 7:55 p.m.

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Andy Bucholz, Chairman

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Patricia Harris, Secretary

**Minutes for Economic Vitality Committee Meeting**  
**Wednesday, August 22, 2018**  
**Cape Charles Civic Center – 6 p.m.**

1. Call to order at 6:02 by Susan Eidam
2. Roll call:
  - Present: Andy Buchholz, Jeffrey Gray, Paul Grossman, Susan Eidam
  - Tardy: Adam Charney
  - Regrets: Cheryl Rein, Andrew Follmer
  - Resigned: Barbara O'Hare
3. Order of business:
  - a. Susan Eidam preparing minutes of this meeting
  - b. July 18 EVC meeting minutes approved with the correction to spelling for Mark Heneghan.
  - c. Subcommittee Updates:
    - i. Economic & Market Research Report – update (Jeff Gray)

Jeff raises the discussion that a possible no reply status for the RFP for Economic Market Research may be the wide scope of information sought in relation to the \$6000 fee offered. Paul Grossman recalls a fee of \$20,000 was originally forecasted and that reference was made to this in the Secretary of Commerce remarks in the visit to Strawberry Square; Andy Buchholz suggests it may be a Virginia Downtown grant. The question of this funding being sourced through Grants, Main Street or the Town of Cape Charles remains unanswered. Andy Buchholz recommends we clarify with Shelly Gorman upon her return from holiday. Jeff suggests an expenditure of this amount may be premature due to the significant speed of growth Cape Charles is seeing. Jeff requests more information on the source of the RFP data ask and who all the stakeholders were. Paul Grossman offers he is one stakeholder as regards inclusion of the issue of affordable workforce housing. Again, clarification sought by Ms. Gorman. In the absence of answered RFP's Jeff seeks support to reach out to consultant Margie Johnson who worked closely with The Galleon at Nags Head. Andy adds that others have used her services. Jeff also has a consultant in Yorktown that he'd like to approach. All present support Jeff seeking consultants in accordance with the procurement policy.
    - ii. Building and Business Inventory update (Susan Eidam)

Susan reports the task of data collection is ongoing. The building inventory is nearly complete. The Business Inventory will need some data

from the Town. Andy volunteers to make an introduction to Deb who handles business licenses. Susan is still seeking a large format map of the Main Street designated area with parcel numbers on it. Andy will try to obtain this.

Susan Eidam shows copy of the Main Street document pages 18 & 19 related to Economic Vitality and reminds the committee that our first order of business is completion of the Basic Core Competencies as written.

- iii. Entrepreneurial assessment/existing resources (Adam Charney)  
Adam has yet to connect with Andrew Follmer regarding creating a new business owners' orientation kit with resources for assisting new and existing business owners. Andy said he believes CCBA was at one point planning similar and recommends Adam start there. Jeff suggests using Sharon Whitman and Malcom Haywood.
- iv. Assessment of new business owner startup, resources and orientation kit (Adam Charney). Andy suggests Adam connect with the Rotary. Jeff will send an email list to Adam.

Affordable workforce housing (Paul Grossman) Activities since last meeting;

1. Reviewed a portion on the draft Northampton Comprehensive Plan relative the shortage of affordable and/ or workforce housing. Items of note:

- \* significant loss of population age 25-55 (workforce declining), significant increase > 55.
- \* Workforce in Northampton =7209 with 1972 residents working in county, 2307 non-residents working in county and 2930 residents working outside county. 2008-2015 % of residents working outside county increased from 49.2% to 59.8%.
- \* Detriments to increase in workforce
  - need for better paying jobs
  - affordable housing
  - education improvements
  - location of health care
- \* Virginia Employment Commission - tourism is the lowest paying sector of the economy with high turnover, making it difficult for this sector to be the bedrock of an economic development plan.

2. Attended a strategic planning hosted by A-N Planning District Commission and Va. Dept of Housing and Community Development on July 26, 2018. Meeting notes generated and forwarded separately.

3. Researched Opportunity Zones, one of which includes Cape Charles (low income census tract). Program provides a tax incentive for investors to re- invest their unrealized capital gains into a Opportunity Funds that are dedicated to investing in OZ designated areas. Example would be mixed unit properties.

4. Researched Virginia's Enterprise Zone of which Northampton and Accomack are designated. Grant based incentive for job creation and real property investment to qualified investors and job creators. Localities need to also provide incentives.

5. Meeting with Melissa Jones, Reacher at VT Housing Research Center on August 7, 2018. Meeting notes generated and forward separately.

6. Note that the Addison of accessory dwelling units for Cape Charles went to town council and will now go to a public meeting for comments. If approved, this will allow for the increase of rental dwelling units in the historic district that will more affordable.

v.

- d. Need to log hours contributed by EVC members by end of every month – members need to email hours/description to Susan/Jeff by 25<sup>th</sup> of every month
- e. Start times for future EVC meetings: 6 p.m.
- f. Location for future EVC meetings: Continue to meet at Town Hall
- g. Other new business.

Updates on sale of Bay Creek; Front Street Yacht Repairs and potential to generate more housing opportunities and a variety of employment across several industries.

4. Establish next meeting: September 26, 2018 6pm Civic Center.

5. Adjourned.

Cape Charles Main Street  
Branding Subcommittee Meeting  
Cape Town Civic Center  
September 5, 2018

Andy Bucholtz called the meeting to order at 6:00 p.m.

Board Members Present

- Tammy Halloway
- Donna Moyer
- Bill Stramm
- Patsy Harris
- Susan Eidam

Other Committee Members

- Shelly Gorman
- Tiffany Mohr
- Laurie Klingel
- Andre Folmer
- Donna Kohler
- Anna Lee
- Larry Dire
- Jen Lewis
- 3 reps from Otto

New logo/branding ideas were shared with the committee. Shelly asked for input from each attendee. The conclusion was the Classic Cape Charles in the font that was presented works. Some committee members want to see it with Virginia's Cape added and with / without a box around it. Otto is going to come back with the changes to what they've done. Next meeting date was not decided yet.

Move to adjourn at 7:00 p.m. Accepted unanimously.

Cape Charles Main Street  
Branding Subcommittee Meeting  
September 19, 2018  
6:00 p.m. at the Cape Charles Civic Center

Andy Bucholz called the meeting to order at 6:00 p.m.

Board members present

- Andy Bucholz
- Bill Stramm
- Patsy Harris
- Susan Eidam
- Tammy Hallowell

Other committee members

- Anna Lee
- Jen Lewis
- Tiffany Mohr
- Larry Dire
- Members of Otto staff

Otto recapped where we've been up to this point with logo/branding

They presented what they interpreted as the logo and look we were after

Logo and tagline was featured in a few ad mock-ups

The committee was in agreement that this logo and branding look is good

Next steps – take to the CCMS board for OK. Present to town council. Plan announcement.

Motion to adjourn made at 6:25

Carried unanimously



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# Virginia Downtowns Kick-Off Meeting Cape Charles – Facilitation Notes

12 - 2 p.m., June 27, 2018, Cape Charles Coffee House

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## **Outcomes:**

- A baseline assessment and list of questions
- A clear understanding of relationships
- The start of a coordinated revitalization calendar for 2018-2020

## **12 Welcome and Introductions**

### **12:15 Virginia Downtowns Program Discussion**

- Congratulations
- What exactly does this Virginia Downtowns pilot program mean? [Expectations]
  - Build CCMS
  - Prepare for VMS designation
  - Guidance
  - Strengthen town – CMS – county partnership
  - Drive visitors (strategy)
  - Foundation for future:
    - Year round economy
    - Workforce housing
    - Entrepreneurial ecosystem

### **12:25 Understanding Main Street**

- Main Street's toolkit: Physical, economic, & social
- Evolution and change in Main Street programs

### **12:35 Understanding Cape Charles**

- Community needs and issues, as identified in application
  - Workforce housing
  - 12 month economy
  - Strengthen the businesses for the off-season
  - Keeping authenticity
  - Sustaining Economy
  - Keep historic resources
  - Harbor > Ship services
  - Workforce
  - Market Study
  - Update Town Comprehensive Plan, Mission, Vision
  - Understanding of relationship between Town staff and Main Street



- Mapping community partners and complementary efforts:
  - Town > Staff > Council
  - Business Association > Complement
  - Organizations > Lions Club, Rotary
  - State > Transportation w/ Railroad property and Harbor
  - The County
  - Eastern Shore Tourism
  - Business Owners > just outside the district
  - Developers > Kemp, Baldwins, Hand
  
- Brief baseline program assessment
  - Work plans
  - Community engagement
  - Tools for Organizational start up
  - Strategic planning
  - Communications plan
  - Responsibilities per town funding
  - Job descriptions

### **1:15 Our Agreement**

- The letter of Agreement in defining the relationship
- Service plan and local priorities
- Review of VMS reporting requirements

### **1:30 Preparing for Success**

- Next steps: Brainstorm priorities for the coming year
  - Fundraising Plan
  - RFP for Market Study
  - Design audit
  - Marketing the businesses
  - Follow through on Branding
  - Communications Plan
  - Events & promotions calendar
  - Bookkeeping & budgeting
  - Vote on Bylaws
  - Promotional items
  - Budget calendar
  - Stakeholders reception
  - Volunteer recognition

### **1:45 Questions and Discussion**

**2      Adjourn**

**QUESTIONS:**

**NOTES:**

**SUMMARY/REFLECTION:**



# PROGRAM ASSESSMENT

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Community:   Cape Charles, VA   Year:   2018  

Program Manager:   Shelly Gorman   Board President:   Andy Buchholz  

## INSTRUCTIONS

This survey will be used to give the assessment team a snapshot of your progress and issues. We will use it as a starting point for our on-site visit.

The survey has four sections, one for each of the Four Points. **The relevant committee should complete each section**, with assistance from the program manager as needed.

Please add more detail or explanation on how your program is doing in the comment space provided. And, feel free to send examples of the program's work and achievements in addition to those requested in the survey.

The survey and the visit are opportunities for the organization to make an honest, objective self-assessment, so please answer the questions with this in mind. The questions are based on the principles and best practices of the Main Street Approach™ that programs **should** strive to have in place. Main Street is an on-going process and we recognize that not every program has all these elements in place at any one time.

### Attachments requested:

Please have the following items available when the team arrives on [TBD]:

Sent Contract or agreement(s) with local government

Sent Annual budget

Sent Annual workplan, including vision and mission

Sent List of current Board and Committee chairs

Not Done Yet Annual Promotions calendar

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A preservation-based revitalization program of the Virginia Department of Housing and Community Development

501 North Second Street, Richmond Virginia 23219 (804) 371-7030 fax (804) 371-7093

**ORGANIZATION**

This component of the Main Street Four Point Approach focuses on building collaboration and support for downtown revitalization among a broad range of public and private sector groups, organizations and constituencies. Building this collaboration and support involves attracting people and money to the program. This component also deals with the on-going management of the Main Street organization, including financial, personnel and strategic management.

The executive and/or organization committee should complete this section.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes		No

Please check the statements that **most** apply to your organization and program, using the box on the left if your response is "Yes" -- the middle box if your response is "Yes, but we need additional development/assistance" -- and the box the right if your response is "No.". Feel free to write any additional comments in the margins.

## 1) Board of Directors, Committees and Volunteers (include current list of Board and Committee chairs)

The Board understands its roles and responsibilities and works to meet them and to make the program succeed, including:

- actively fundraising from a variety of sources- they are committed but we asked to work with VMS on the plan
- actively promoting and advocating the program to the community
- communicating to the public with a unified voice

The majority of Board members have attended the following training:

- Virginia Main Street "101" or National Main Street Basic Training (1)
- Virginia Main Street Regional Board Training. (4 attended rev-up)

The Board has:

- well-managed, regular monthly meetings, with an advance agenda and regular distribution of minutes
- established operating policies and procedures including communication and personnel policies, and operating procedures- This is currently in process of being developed by the Organization Committee, given new 501c3 formation
- a local orientation session for new Board and committee members- This is currently in process of being developed by the Organization Committee
- job descriptions and/or letters of commitment explaining Board member responsibilities (please attach examples)- this is currently in process of being developed by the Organization Committee.

The four committees have:

- regularly scheduled meetings with an advance agenda that addresses the committee work plan
- responsibility for the implementation of the work plan- the workplans need to be broken down into more micro-implementation but has been happening

There is a formal program for:

- volunteer recruitment and orientation- this is currently in process of being developed by the Organization Committee
- annual recognition of volunteers are recognized through a special activity- this is currently in process of being developed and will be part of the Organization's Committee plan

## 2) Community Support and Outreach

Your Main Street program has:

- a wide cross-section of the community represented on the Board of directors and on committees
- broad-based financial support from the community- need help on strategic design

local government philosophical and financial support

a contract with local government for its financial support (**please include copy**)- sent (MOA finalized Thursday)

Your Main Street program:

works in partnership with other organizations and entities in the community; please specify:

CCMS works actively across the community and county with numerous stakeholders that include all community Boards, the Town, the Cape Charles Business Association, Northampton County Chamber of Commerce, Eastern Shore Tourism, VA Tourism, Baycreek, Rotary, etc.

The program uses a variety of media to regularly communicate current successes as well as future goals and plans to the public, including:

	Frequency (weekly, monthly)
<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> brochures/printed material	Will happen after branding
<input checked="" type="checkbox"/> <input type="checkbox"/> newspapers – press releases	Actively
<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> newspapers – advertisements	_____
<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> radios – PSAs	_____
<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> radio – advertisements	_____
<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> television – PSAs	_____
<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> television – advertisements	_____
<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Main Street newsletter	Joint Committee Meeting Scheduled to develop a process to
complete these items	
<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> mailings	_____
<input checked="" type="checkbox"/> <input type="checkbox"/> e-mails	_____
<input type="checkbox"/> <input checked="" type="checkbox"/> web site	Will happen after branding/social media for now
<input checked="" type="checkbox"/> <input type="checkbox"/> public presentations	_____
<input checked="" type="checkbox"/> <input type="checkbox"/> individual meetings	Daily/weekly _____
<input checked="" type="checkbox"/> <input type="checkbox"/> other	Social Media (FB page) is actively used

### 3) Vision, Mission and Work plan (please include update if available)

The organization has:

an appropriate written mission statement- sent

an appropriate written vision statement that shows a clear understanding of what can be accomplished through the program- sent

The work plan:

is developed by the Board with input from committees through a formal process

is reviewed by the Board on a regular basis- needs to occur more formally at regular intervals

distributes work activities and tasks to a broad range of volunteers and program participants

contains measurable objectives, including time lines, budgets, desired outcomes, and responsibilities- need to be broken down even more with tangible tasks documented regularly-happening but not formal enough

The work plan has a balance of appropriate activities in each of the four program areas –

ORGANIZATION (volunteer management and leadership development, fundraising, public relations)- needs more fundraising help

DESIGN (design education, visible design projects and other streetscape improvements, incentives)

PROMOTION (retail, special event, image)- retail and image still to be developed after branding and statistics happen

ECONOMIC VITALITY (market analysis, business assistance, recruitment, property development, incentives)- property development is something that we had asked to be included in the transformation strategy

#### 4) Operating Budget, Financial Management and Financial Stability

The program budget (**please include update if available**) is: Sent

- specifically dedicated to the purpose of revitalizing the downtown commercial district
- adequate to achieve the program's goals- grants will be needed to supplement
- adequate to cover the salary and fringe benefits of staff members, as well as other administrative expenses
- adequate to cover professional training and development and the associated travel

The budget is developed by the following (please check those that are involved)

- Executive committee
- Entire board
- Committees- just chairs
- Staff

Revenue sources are varied and broad-based, including: We need fundraising plan

- membership The Executive Board decided not to include Membership in its By-Laws
- service district tax on real estate- Meals and TOT Taxes (Town of Cape Charles)
- corporate sponsorships
- other \_\_\_\_\_

There is a process for financial oversight and management- Have established a treasurer on our Organizational Committee

The treasurer makes regular monthly financial reports to the Board- This is just beginning with our new 501c3. We also have regular reporting requirements to the Town of Cape Charles as part of our MOA.

The Board is taking steps to ensure the long-term **financial stability** of the Main Street program; please explain.

We just established the 501c3 and the formal MOA with the Town of Cape Charles was voted on 6/21/18 to finalize. We are in the process of planning for a signature event for fundraising in the spring, but need a holistic plan for financial success. Additionally, we have just put in a place a process for grant writers to be paired with each committee to ensure we are being strategic about searching for and successfully achieving grants.

#### 5) Personnel Management and Development

The Main Street program manager has:

- a salary that is consistent with those of other community and economic development professionals within the locality
- at least part-time administrative assistance

The Main Street program manager has:

- a written job description and performance expectations-job description and weekly alignment sessions with Vice-Chair
- a formal performance evaluation on an annual basis- This will happen in January 2019
- regular feedback, encouragement and guidance throughout the year- weekly meetings with Vice Chair and updates on the monthly agenda
- adequate training and continues learning about revitalization techniques and downtown issues- just starting with the registration for intersections

Adequate **written** staff management policies and procedures are in place (please attach if available)

There is a clear chain of command for the program manager and ultimately “one boss” (the president) that guides and directs the program manager

The program manager makes regular monthly reports to the Board of directors

## 6) Monthly Reporting and Measuring Program Success

The program submits monthly reports as specified by the state program- just received the start of the report samples last week and will be discussed at the next Board meeting

The program tracks and **promotes** other measures of success including increases in property assessments, increases in retail sales, volunteer hours.- just received the start of the report samples last week and will be discussed at the next Board meeting

**Please list a few progress indicators / key accomplishments in the area of Organization from the last year.**

1)\_\_\_Acquired affiliate grant for branding/ Establishment of 501c3\_\_\_\_\_

2)\_\_\_Bylaws and MOA with Town \_\_\_\_\_

3)\_\_\_Insurance and Independent Treasurer Acquired, along with purchase and initiation of Maestro and Quickbooks  
\_\_\_\_\_

**Please list up to three things you would like to talk about with the assessment team in the area of Organization.**

1)\_\_\_Fundraising\_\_\_\_\_

2)\_\_\_Volunteer Recruitment, Training and Recognition\_\_\_\_\_

3)\_\_\_Best Practices on Payroll/sample Job descriptions for Board Members and committee chairs\_\_\_\_\_



# DESIGN

This component of the Main Street Four Point Approach works to improve the downtown physical environment by renovating buildings, constructing compatible new ones, improving signs and merchandise displays, creating attractive and usable public spaces and ensuring that planning and zoning regulations support Main Street revitalization.

The Design Committee plays a key role in shaping the physical image of downtown as a place attractive to shoppers, investors, business owners and visitors. To succeed this committee must educate others about good design; provide good design advice; plan Main Street's development; and motivate others to make changes through incentives and targeting key projects.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes		No

Please check the statements that **most** apply to your organization and program, using the box on the left if your response is "Yes" -- the middle box if your response is "Yes, but we need additional development/assistance" -- and the box the right if your response is "No.". Feel free to write any additional comments in the margins.

The program has an active and effective design management program, including:

- financial incentives for design projects
- local design assistance
- local tax abatement for rehabilitated property
- design education; please specify \_\_\_\_\_
- federal and/or State historic district designation
- locally ordinance district with design review
- design guidelines
- sign ordinance or guidelines
- building inventory- currently in process
- architectural survey
- special zoning overlays for parking, infill construction, other; please specify \_\_\_\_\_

There have been positive changes in the appearance of downtown over the last year; we have your records from monthly reports regarding building rehabs completed, but please indicate the number in progress or planned for 2018:

	Planned for 2003	Key Issues / Impediments
Facade rehabilitations		
<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> In progress		we are currently in the process of an audit and documentation
Building rehabilitations		
<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> In progress		we are currently in the process of an audit and documentation
New construction/infill projects		
<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> In progress		we are currently in the process of an audit and documentation
Sign installations		
<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> In progress		we are currently in the process of an audit and documentation-wayfinding is in our budget and a part of our branding initiative
Public Improvements		
<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> In progress		we are currently in the process of an audit and documentation

Facade renderings from **Frazier Associates**? completed in past year (please specify how many). \_\_\_\_\_

Facade improvements are being maintained and periodically refreshed- we are currently in the process of an audit and documentation

The Main Street program encourages local planning and land use policies that will support downtown revitalization and make it easy to develop downtown property- we are currently in the process of an audit and documentation to then start this process

The program builds public awareness for the district's historic buildings and for good design- we are currently in the process of an audit and documentation to then start this process

More buildings are being preserved downtown than are being demolished  
we are currently in the process of an audit and documentation to then start this process

The design committee:

is active with enough members to be effective (30+ )

holds regularly scheduled meetings with an advance agenda that addresses the committee work plan

accepts responsibility for the implementation of the work plan

communicates with other committees and coordinates projects as appropriate

communicates its role and activities to the community and listens to community feedback- in the process of a joint meeting about communications in the next two weeks

conducts projects that are visible to the community- will be in process once visioning is done

**Please list a few progress indicators / key accomplishments in the area of Design from the last year.**

1)\_\_\_Identified community priorities with lots of different stakeholder feedback

2)\_\_\_Conducted brainstorming/visioning session about design possibilities

3)\_\_\_Connected with Town Planner, Town Harbor, Planning Commission, etc. to understand current ordinances and requirements.

4) Divided design volunteers into subcommittees ( Landscape, walkability, Wayfinding, streetscape) to do walk-a-bouts with photos to establish a baseline.

**Please list up to three things you would like to talk about with the assessment team in the area of Design.**

1) Best practices in doing a facade inventory

2) Grants to focus on for historic building revitalization

3) Challenges like the “yogurt bar coming soon”

4) Ideas for empty store fronts

# PROMOTION

This component of the Main Street Four Point Approach deals with marketing the district's assets to residents, visitors, investors and others through special events, retail promotion and image activities that improve the way the district is perceived. The Promotion Committee has the job of promoting downtown as the center of commerce, culture and community life for residents and visitors alike. To be effective this committee must understand the changing market; define downtown's market niche; and use a targeted and balanced promotions campaign that includes image promotions, special events and retail promotions to market the district and its assets.

Please list each promotion (special event, retail or image) and its goal(s), target markets, and approximate attendance or participation figures. Continue the list on the next page if necessary:

Promotion	Goal / Target Market	Attendance / Participation
In the planning phases currently _____	_____	
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes		No

Please check the statements that **most** apply to your organization and program, using the box on the left if your response is "Yes" -- the middle box if your response is "Yes, but we need additional development/assistance" -- and the box the right if your response is "No." Feel free to write any additional comments in the margins.

Our annual promotions calendar is:

- developed and shared with all participants (**please attach calendar**)
- contains a balance of the types of promotions and is not focussed one type to the exclusion of others

Each promotion is:

- based on findings of a market analysis- RFP for market analysis is up and will be closed mid-July
- designed to support the program's current and long-term goals
- designed to achieve a specific intent and objective
- evaluated for effectiveness and ways to improve- will be putting these in place once determined
- dropped from the calendar when it no longer supports program goals or is ineffective- will be ☺

The promotions committee:

- is active with enough members to be effective (please indicate size 20 )
- holds regularly scheduled meetings with an advance agenda that addresses the committee work plan
- accepts responsibility for the implementation of the work plan
- communicates with other committees and coordinates projects as appropriate
- communicates its role and activities to the community and listens to community feedback- meeting taking place soon to determine methodology
- conducts projects that are visible to the community- in planning phase to do just that

**Please list a few progress indicators / key accomplishments in the area of Promotion from the last year.**

- 1)\_\_\_ Identified social media policy and short-term plan
- 2)\_\_\_ Identified events policy and short-term plan \_\_\_\_\_
- 3)\_\_\_ Reactivated Cape Charles By The Bay and is in the process of conducting a business audit for promotions\_

**Please list up to three things you would like to talk about with the assessment team in the area of Promotion.**

- 1)\_\_\_ Strategic planning for retail events \_\_\_\_\_
- 2)\_\_\_ Signature event guidelines and best practices \_\_\_\_\_
- 3)\_\_\_\_\_

# ECONOMIC VITALITY

This component of the Main Street Four Point Approach concentrates on strengthening the district's existing economic base while finding ways to expand its economy and introduce compatible new uses.

The Economic Vitality (E/V) Committee has the job of identifying new market opportunities, strengthening existing businesses and recruiting new ones, finding new uses for historic commercial buildings and stimulating investment in property. To succeed this committee must understand the community's economic condition and opportunities for incremental market growth; develop financial incentives and capital; and monitor the district's economic performance.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes		No

Please check the statements that **most** apply to your organization and program, using the box on the left if your response is "Yes" -- the middle box if your response is "Yes, but we need additional development/assistance" -- and the box the right if your response is "No."

Feel free to write any additional comments in the margins.

The Main Street program has:

- recently completed or updated a market analysis of downtown (please specify)- in process
- completed a business inventory- in process

The program has an active retention program, including

- regular seminars on a variety of topics- not yet
- business visitation program- not yet
- other, please describe: \_\_\_\_\_

The program has an active recruitment program, including:

- target or "wish" list of desired business- will come after econ and market research is complete
- recruitment packet – that includes market data, available property, incentives- currently in process
- recruitment team- will be started after initial phases above are completed
- reconnaissance visits- will be started after initial phases above are completed
- other, please describe: \_\_\_\_\_

The program has an active property development and reuse program; please specify

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The program offers or makes use of a variety of incentives, including: *We are in the early stages of doing the econ and market analysis and then are going to layer this with the economic incentives, both federal and state*

- Enterprise Zone
- Downtown Development Corporation
- Community Development Block Grants
- property tax abatement
- Tax Increment Financing
- Technology Zone
- incentive grants (for equipment and inventory, rent subsidy, etc.)
- job training- met with ESCC about grants but our population didn't fit the requirement given most aren't 40 hrs per week.
- other

The E/R committee:

- is active with enough members to be effective (17 )
- holds regularly scheduled meetings with an advance agenda that addresses the committee work plan
- accepts responsibility for the implementation of the work plan

communicates with other committees and coordinates projects as appropriate

communicates its role and activities to the community and listens to community feedback- communications plan going to be developed soon

conducts projects that are visible to the community- still in initial phases

**Please list a few progress indicators / key accomplishments in the area of Economic Vitality from the last year.**

- 1)\_\_\_Initialized the audit assessment of entrepreneurial activities in the area
- 2)\_\_\_Created and finalized RFP for Economic and Market Research to gather real market data
- 3)\_\_\_Crafting a new business guide in conjunction with the CCBA and others \_\_\_

**Please list up to three things you would like to talk about with the assessment team in the area of E/R.**

- 1)\_Transformation strategy around how to incorporate a plan for economic vitality utilizing tax incentives and real market data (once acquired) \_\_\_\_\_
- 2)\_\_\_Property development and reuse planning help
- 3)\_\_\_\_\_

# OVERALL ASSESSMENT OF THE PROGRAM

**As a Board, please provide your assessment of the program overall, including your progress and issues. Use additional space if necessary.**

Progress of the organization in the last year:

CCMS started in August of 2017. Since that time, we have hired a PT Program Manager, established a new 501c3 and established all operations that go along with it, obtained a DHCD grant, launched a branding initiative for the town (including 76 individual participants for input and hiring a Marketing firm), recruited over 100 volunteers, won three National Awards, published over 10 press releases, posted daily on social media, created our strategic and operational plans based on community feedback (including mission and vision), held a Rev-up with over 120 attendees, formalized a budget and MOA with the Town of Cape Charles, partnered with over 50 stakeholders (both as a group and as individuals), cheered, loved and accomplished. All-in-all...we have launched rapidly.

We are starting to put operational tactics in place to increase our organization (ie break down the workplans into tasks) and foundation for reporting, enhance our grant process (so we aren't doing it at the last minute) and establishing a secure volunteer base. Our communications has not been streamlined with the community in a holistic fashion and we **are** putting the meetings in place to fill that need. We are waiting for the results from our economic and market research study in order to start putting the right strategic initiatives in place moving forward. We look forward to working with VMS to start building upon the strategies that we have started to transform our Main Street and work towards designation.

Overall progress of the organization since Main Street designation:

This overlaps with the answer above since affiliate status

Local issues that have the potential to impact the progress of the Main Street program:

Affordable workforce housing

Lack of workforce

Lack of demographic diversity

Transition of Town Manager and new town council transition should be smooth, however it did create some slow down for the last few months

Additional training needed (include ideas for appropriate technical assistance visits from consultants):

All noted under each committee needs

Suggestions for the Virginia Main Street Program:

Additional issues or comments:



	Yes	No	?	Comments
<b>BOARD GOVERNANCE</b>				
<b>Mission and Vision</b>				
1. Is the current mission statement appropriate and relevant?				
2. Does the organization have a clearly-articulated 5- or 10-year vision?				
3. Has the organization developed clearly-articulated values or guiding principles?				
4. Does the board play a role in developing and regularly reviewing the organization's mission, vision and values?				
5. Are the mission, vision, and values used to drive decisions?				
<b>Bylaws and Other Governance Policies</b>				
6. Does the board have written bylaws in place which are accessible to all and to which the group adheres?				
7. Does the board review the bylaws periodically and ensure adherence?				
8. Has the board adopted a Conflict of Interest Policy providing for the disclosure of potential conflicts and requiring board members to abstain from voting?				
9. Has the board adopted a Code of Ethics that establishes the standards of conduct for board and staff?				
10. Has the board adopted policies for effective governance such as how meeting agendas are established and processes for decision-making?				
11. Are the board's policies easily referenced by all?				
12. Do the bylaws or governance policies provide for limited terms for board members and officers?				
13. Do the bylaws or governance policies provide a process to make nominations and board appointments?				
14. Do the bylaws or governance policies provide a process for removing a board member when necessary?				
15. Do the bylaws or governance policies provide a clear process for handling urgent matters between meetings?				
<b>Board Role and Responsibilities</b>				
16. Are the responsibilities of board members clearly spelled out in a board member position description?				
17. Do all board members demonstrate understanding of and embrace their role as trustees of a nonprofit fiscally responsible to the public and to donors?				

	Yes	No	?	Comments
18. Are all board members willing to participate in governance, that is, in making policy-related decisions that guide programs and operational activities?				
19. As a matter of policy, do all board members demonstrate support for the organization’s mission?				
20. Do all board members annually self-evaluate their own performance as board members?				
<b>Board and Committee Structure</b>				
21. Are the structure and responsibilities of each committee clearly outlined in written policies?				
22. Are the board’s committees active and responsible for the work in their area?				
23. Do all committees, including an Executive Committee, report their activities to the board?				
24. Do committee assignments reflect interests and skills of board members?				
25. Does the committee structure contribute to effective board governance and decision-making?				
26. Are board and staff roles with respect to committee work written, clearly understood, and respected by all?				
<b>Board Culture and Group Dynamics</b>				
27. Is diversity of thought specifically encouraged among board members?				
28. Is adequate time given for free and full discussion of important matters?				
29. When a difference of opinion emerges, is the matter resolved in a way that demonstrates respect for all?				
30. Are the talents of board members used effectively? Do board members enjoy the work/find it meaningful?				
31. Do board members communicate with each other in a way that builds trust and teamwork?				
32. Does the board have an annual retreat? Is it well-attended?				
<b>Board Composition and Development</b>				
33. Is the board comprised of individuals with the requisite skills, characteristics, interests, and experiences to perform the board’s functions?				
34. Does the board composition represent the diversity in the community in terms of gender, race, age, geographic distribution, and stakeholder interests?				
35. Does the board have enough productive members to effectively govern and fulfill its responsibilities?				

	Yes	No	?	Comments
36. Does the board participate in identifying its board development needs and recruiting potential board members who might meet those needs?				
37. Does each new board member receive a board-led orientation to the organization including its policies, board member expectations, practices, and history?				
38. Do board members participate in a regular self-assessment of the board's governance function?				
<b>Meetings</b>				
39. Are meeting agendas and supporting materials provided to all board members prior to each meeting?				
40. Are all board members prepared for each meeting?				
41. Are board meetings well attended?				
42. Is there a written attendance policy for board meetings with stated consequences for excessive absenteeism?				
43. Are minutes prepared for each meeting which are approved by the board and held in a central location as the corporate record?				
44. Are board meetings focused on policy, planning, evaluation, fiscal responsibility, and other important long-term matters rather than on day-to-day operations?				
45. Does the board chair effectively facilitate to keep each meeting on track and allowing for full discussion of important matters?				
46. Are board meetings productive, making good use of board member time?				
47. Does everyone leave board meetings with a clear understanding of what has been decided and what will happen next?				
48. How can the board improve in the area of board governance?				

	Yes	No	?	Comments
<b>FINANCE AND LEGAL MATTERS</b>				
<b>Compliance with State and Federal Laws</b>				
49. Does the board have a legally-registered statutory agent and a current certificate of continuing existence from the Ohio Secretary of State?				
50. Does the board review and certify the accuracy of the IRS 990 (tax return form) each year before it is filed?				
51. Is the organization properly registered with the Ohio Attorney General's office and up to date with filings?				
52. Does the board conduct a periodic review of its compliance with federal and state laws?				
53. Does the board carry and review its general liability and Directors and Officers' liability insurance policies?				
54. Is the board aware of and in compliance with laws governing legislative advocacy and lobbying?				
55. Has the board adopted a legally-compliant Document Retention and Destruction Policy?				
<b>Budgeting and Financial Oversight</b>				
56. Does the board establish an annual budget that reflects the organization's priorities, goals and values?				
57. Is the budget thoroughly discussed by the board before it is adopted?				
58. Does the board regularly review financial reports (Profit & Loss Statement/Balance Sheet) that are timely, understandable, and support fiscal decision-making?				
59. Is the treasurer or another board member actively involved in preparing financial reports for the board?				
60. Does the board discuss discrepancies between the approved budget and actual income or spending?				
61. If a board member is concerned about something in the financial reports, could he or she speak up?				
<b>Audits</b>				
62. [Organizations with annual income above \$300,000] Does the board require and review an annual audit by an external accounting firm?				
63. Does the board follow any recommendations in the management letter accompanying the external audit?				
64. [Organizations with less annual income] Does the organization have a policy in place to provide for an internal audit performed by board members who do not ordinarily have access to financial records and accounts?				

	Yes	No	?	Comments
<b>Financial Policies and Procedures</b>				
65. Does the organization have and follow written financial management policies addressing internal controls, monitoring, whistleblowing, and investments?				
66. Are the organization's financial policies regularly reviewed and approved by the board?				
67. How can the board improve in the area of Finance and Legal Matters?				
<b>MANAGEMENT AND LEADERSHIP</b>				
<b>Board-CEO Relationship</b>				
68. Does the board provide clear goals, expectations, and identified performance indicators for the CEO?				
69. Does the board provide adequate resources and authority as needed to achieve goals and meet stated expectations?				
70. Is there a climate of mutual trust and respect between the board and CEO?				
71. Do board members understand that only the board as a whole or a board designee can direct the CEO?				
72. Does the board provide a regular performance evaluation of the CEO?				
73. Are the distinct roles and responsibilities of board and CEO understood and respected by all?				
74. Does the board allow and provide the CEO professional growth and development opportunities?				
<b>Change Management</b>				
75. Is leadership open to new ideas that emerge from board members, staff, customers or other stakeholders?				
76. When a major change is underway, does the organization put a written plan in place?				
77. Does the organization take time to celebrate short-term victories associated with long-term change efforts?				
78. Does the organization take steps to embed changes in the organization's culture?				

	Yes	No	?	Comments
<b>Leadership Development and Training</b>				
79. Is there a regular process in place for veteran board members to mentor newer board members?				
80. Do board members engage in regular opportunities to participate in training and ongoing education?				
81. Does the board regularly review its leadership needs and develop new board members to fill those roles?				
<b>Leadership Transitions and Succession Planning</b>				
82. Is there a written succession plan in place for the CEO?				
83. Are there written succession plans in place for the board's leadership positions?				
84. How can the organization improve in the area of Leadership and Management?				
<b>PLANNING AND EVALUATION</b>				
<b>Strategic Planning</b>				
85. Does the organization have written documents that clearly describe the organization's mission, strategic vision, long-term and short-term goals and action steps?				
86. Did the board take an active role in crafting the strategic plan?				
87. Does the plan outline specific objectives for the board, board officers, and committees as well as staff?				
88. Does the board regularly review the progress on the stated goals, and make adjustments as needed?				
89. Is the board able to use the strategic plan as a tool for assessing the performance of the CEO?				
90. Is the CEO able to use the strategic plan as a tool for assessing the performance of staff?				
<b>Program Planning and Logic Models</b>				
91. Are those responsible for program planning utilizing logic models to assess existing resources and develop desired outcomes and performance measures?				
92. Is program planning based on assessment of needs for people served or the community?				

	Yes	No	?	Comments
<b>Program Evaluation and Outcome Measurement</b>				
93. Are the organization's measures for successful programs, services and operations clear to everyone?				
94. Does the board review outcomes data and performance measures to ensure effectiveness and efficiency of programs and make changes accordingly?				
95. Does the board have information, in addition to staff reports, by which to evaluate program effectiveness?				
96. How can the organization improve in the area of Planning and Evaluation?				
<b>HUMAN RESOURCES</b>				
<b>Position Descriptions</b>				
97. Are there written job descriptions for the CEO and other staff that clearly spell out their responsibilities?				
98. Do all staff members have access to an up-to-date job description outlining their key responsibilities?				
99. Is there a process in place for regularly reviewing and updating the CEO and staff position descriptions?				
<b>Employment Manual</b>				
100. Has the board adopted an Employment Manual including staff selection, training, promotion, compensation, and grievance procedures?				
101. Do all staff have access to up-to-date copies of the Employment Manual?				
102. Are comprehensive personnel files maintained in a secure, legally-compliant manner?				
103. Has the board defined its philosophy of progressive discipline and other important HR matters?				
<b>Compensation</b>				
104. Does the board regularly review and update the salary and benefits packages of the CEO and employees?				
105. Does the board review contracts and performance of independent contractors employed by the organization?				

	Yes	No	?	Comments
<b>Performance Evaluation</b>				
106. Does the board provide a written performance evaluation to the CEO at least annually?				
107. Do all staff members receive written performance evaluations by the CEO annually?				
108. Are performance evaluations based on clearly identified expectations spelled out in strategic and program plans, the Employment Manual, and position descriptions?				
109. How can the organization improve in the area of Human Resources?				
<b>VOLUNTEERS</b>				
<b>Policies and Planning</b>				
110. Does the organization have strategies and infrastructure for mission-driven volunteer engagement?				
111. Does the organization have comprehensive policies in place governing volunteers and their activities?				
112. Does the organization have a risk management policy?				
113. Does the organization carry sufficient liability insurance to cover volunteers?				
114. Does the organization's budget contain sufficient resources for developing and supporting volunteers?				
<b>Recruitment and Screening</b>				
115. Does the organization have a strategy for outreach and volunteer recruitment to sustain ongoing volunteer engagement?				
116. Does the organization have a plan for screening, selecting, and matching volunteers?				
117. Does the organization conduct background checks on volunteers who handle money or who are around vulnerable people (children, elderly, disabled, etc.)?				
118. Does the organization have a method to match volunteers to the most appropriate role?				



	Yes	No	?	Comments
<b>Training and Retention</b>				
119. Has the organization developed a curriculum/ manual for training volunteers on their respective roles?				
120. Has the organization equipped volunteers to work with each other?				
121. Does the organization clarify roles, re-train and support volunteers throughout their service tenure?				
122. Does the organization's leadership demonstrate commitment to volunteer engagement by dedicating sufficient resources (time, money, people, tools)?				
123. Does the organization invite dialogue with volunteers?				
<b>Tracking and Evaluation</b>				
124. Does the organization have a method to track the outputs and outcomes of volunteer contributions?				
125. Does the organization monitor the quality of the volunteer experience?				
126. Is the organization able to articulate volunteer contributions and impact?				
127. How can the organization improve in the area of Volunteers?				
<b>FUNDRAISING</b>				
<b>Board Involvement</b>				
128. Are all board members actively involved in securing adequate financial resources to fund the budget?				
129. Does the board understand and support the organization's income strategies?				
130. Is there a written agreement concerning any expectation that board members contribute financially?				
<b>Fundraising Planning</b>				
131. Does the organization have a written plan for fundraising that outlines roles and responsibilities of board, staff and volunteers?				

	Yes	No	?	Comments
132. Does the organization have a written plan in place that outlines which fundraising methods the organization will use (and not use) in a given year, including events, mail, major donor, grant-writing, social media, etc.?				
133. Does the organization have a written plan in place that provides for regular, renewable sources of unrestricted income to support operations?				
134. Does the organization's budget provide sufficient resources for fundraising (printing, mail, events, etc.)?				
<b>Databases and Information Management</b>				
135. Does the organization have a secure contact management system for donors/potential donors?				
136. Do all board members participate in providing updated information for donors/potential donors?				
137. Does the organization know where to find donor and grantmaker information?				
<b>Campaigns and Gift Acceptance</b>				
138. Are board members aware of grants received, any stipulations, restrictions or requirements in the award contract and how the funds are tracked in the financials?				
139. Do board members know how gifts can be received (cash, checks, online, stocks, property, estate plans, etc.)?				
140. Does the organization use technology (website and social media) to ask for and receive donations?				
141. Does the organization regularly solicit donations from board members, staff, volunteers, and members?				
142. How can the organization improve in the area of Fundraising?				
<b>TECHNOLOGY</b>				
<b>Computers and Equipment</b>				
143. Does the organization have the ability to use functioning computers that are basically up to date?				
144. Does the organization have a regular and reliable process for backing up computer records?				
145. Does the organization have reliable access to the internet?				

	Yes	No	?	Comments
<b>Record Keeping</b>				
146. Does the organization use computer software (Excel, QuickBooks) to keep financial records?				
147. Does the organization have software to record the types of services provided to individuals/families?				
148. Does the organization have software to record individuals or families enrolled/served through programs as well as client outcomes?				
149. Does the organization have software capable of keeping track of donors, members and volunteers?				
150. Is the organization's electronic records, including email, addressed in a Document Retention and Destruction Policy?				
<b>Specific Tools</b>				
151. Does the organization make use of Web 2.0 tools such as Google Drive and Trello for sharing documents internally?				
152. How can the organization improve in the area of Technology?				
<b>MARKETING AND PUBLIC RELATIONS</b>				
<b>Public Relations</b>				
153. Do board members positively represent the organization in the community?				
154. Does the organization publish an annual report?				
155. Does the board regularly review the organization's marketing and PR position and strategy and make adjustments as needed?				
<b>Branding and Storytelling</b>				
156. Has the organization discussed branding and ways to implement your brand across media platforms?				
157. Is the organization adept at telling its story?				

	Yes	No	?	Comments
158. Does the organization make use of a unique logo and other visual elements on all printed and online materials?				
159. Does the organization have clear text (consistent message) that is used on all printed and online materials?				
160. Does the organization have a simple tagline that tells all who see or hear it exactly what your group does?				
161. Does the organization have pictures or simple informational graphics that tell the story of what you do?				
<b>Website and Social Media</b>				
162. Is there an easy-to-use “Donate” button clearly visible on every page of your website?				
163. Is the organization using multiple forms of social media?				
164. Is the organization using social media consistently according to a set editorial calendar for posting?				
165. Does the organization have a policy on use of social media that outlines who may post on behalf of the organization?				
166. How can the organization improve in the area of Branding and Media?				

## not-for-profit policy checklist

Below are some policies for not-for-profit organizations. At the very least, your organization must have a policy for each required section, and should have additional policies as a best practice, too. If you would like more information, or help developing policies to fit your organization, please contact your Rea & Associates advisor or Mark Van Benschoten (mark.vanbenschoten@reacpa.com | 614.889.8725), head of Rea's not-for-profit group. Sample policies can be found on [www.ReaCPA.com/nonprofit](http://www.ReaCPA.com/nonprofit).

policy	best practices for effective governance	equal employment opportunity laws	Family and Medical Leave Act	federal and state labor laws and regulations	IRS requirement	Sarbanes-Oxley Act	state or local law (varies by jurisdiction)	various federal and state privacy laws
Accounting policies and procedures	✓							
Advisory councils policy	✓							
Boardmember orientation policy	✓							
Budgeting policy	✓							
Capital expenditures policy	✓							
Chief executive performance evaluation policy	✓							
Code of ethics policy	✓							
Compensation of board members policy					✓	✓		
Complaints policy	✓							
Concealed weapons policy							✓	
Confidentiality policy	✓							
Conflict of interest policy					✓	✓		
Continuing education policy	✓							
Crisis communication policy / disaster recovery policy	✓							
Development committee policy	✓							
Donor relations policy	✓							
Dress policy	✓							
Drug and alcohol-free workplace policy	✓							
Electronic media policy	✓							
Equal employment opportunity policy		✓						
Executive committee policy	✓							



