Community Redevelopment Agency

City of Tarpon Springs
324 East Pine Street
Tarpon Spring, Florida 34689
(727) 938-3711
http://www.ctsfl.us/agenda.htm

COMMUNITY REDEVELOPMENT AGENCY
AGENDA
FOR THE DOWNTOWN TARPON SPRINGS REDEVELOPMENT AREA
TUESDAY, JANUARY 13, 2026
IMMEDIATELY FOLLOWING BOC REGULAR SESSION

CALL TO ORDER

ROLL CALL

AGENDA ITEMS

1. Tarpon Springs Downtown District Main Street Contract **(Charles Rudd City Manager)**

BOARD AND STAFF COMMENTS

ADJOURNMENT

CITY OF TARPON SPRINGS, FL

City Manager

324 East Pine Street
P.O. Box 5004
Tarpon Springs, Florida 34688-5004
(727) 942-3590
Fax (727) 937-8199

MEMORANDUM

To: CRA Board

From: Charles Rudd, City Manager

Date: 1/8/2025

Subject: Contract for Services for Main Street 4 Point Approach to Revitalization

As the Board is aware, a group of business owners, property owners and residents have been working for many months to reactivate our Main Street Status as a Florida Main Street Community. The recent "Longest Table" was their first big effort and was a huge success. The group has formed a Board of Directors, the 4 committees of the Main Street Approach, adopted bylaws, policies and procedures, an annual work plan and a budget. The result is that the State program is satisfied and ready to redesignate Tarpon Springs as a Florida Main Street Community. This means that we are utilizing the Main Street 4 Point Approach to Revitalization. Critical to this approach is to have a non-profit organization dedicated to downtown revitalization. This includes having full-time, professional management. We will be contracting with the Main Street organization to implement the Main Street Approach in our downtown, which includes hiring an Executive Director. This partnership with the CRA has been proven time and again, across the nation, as a successful path to revitalization. The CRA does the heavy lifting of infrastructure work, grants and bricks and mortar projects while the Main Street organization brings all the stakeholders together, works with the property and business owners, markets the downtown and all its activities, and draws the community into the downtown. Our partnerships with the Merchants' Association and Chamber of Commerce will continue, and those partnerships remain strong and important. Our contract for services with the Main Street organization will provide the monetary support the program needs to remain certified with the state (financial participation the local municipality is required) as well as leverage our dollars and provide a champion for our downtown to ensure that we are taking a comprehensive approach in our efforts to revitalize. It will become an annual contract but this year it will only cover the 2nd, 3rd and 4th quarters of the fiscal year.

Staff recommend approval of the contract.

Tarpon Springs Downtown District (TSDD) Organizational Structure

The Florida Main Street program, administered by the Florida Department of State, revitalizes historic downtowns and encourages economic development through historic preservation. Each local Main Street program has its own board of directors, composed of volunteers who guide and support the program's activities. These boards often include representatives from the community, local businesses, and other relevant organizations.

BOARD OF DIRECTORS
- Chair: Christy Howard
- Vice Chair: Casey Smith
- Secretary: Jessica Cooper, Lea Sutter (co-chair)
- Treasurer: Todd Unbehagen

This founding board is responsible for filing the reorganization of the Tarpon Springs Downtown District (TSDD) Main Street program and establishing the foundation for its successful launch and long-term impact.

COMMITTEE LEADS & VOLUNTEER CHAIR
- Promotion: Cody Bracy
- Design: Michelle Dinsmore
- Economic Vitality: Christy Howard, Casey Smith (co-chair)
- Organization: Lea Sutter
- Volunteer Chair: TBD

Main Street's 4 Point Approach: *Promotion:* marketing the district's unique characteristics and assets *Design:* getting the commercial district in top physical shape *Economic Vitality:* diversifying the district's economic base *Organization:* getting the community working toward consensus.

LIASON BOARD MEMBERS
- City Manager of the City of Tarpon Springs
- Chamber of Commerce Representative: Board Chair/TBD
- Tarpon Springs Merchants Association Representative: TBD
- Greek Orthodox Church Representative: TBD
- Tarpon Springs Historical Society: TBD
- Property Owners Association Representative: TBD
- Business Owner Representative: TBD
- Resident Representative: Robert Rockelein
- Resident Representative: Jason Edwards

November 2025

MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF TARPON SPRINGS COMMUNITY REDEVELOPMENT AGENCY AND TARPON SPRINGS DOWNTOWN DISTRICT, INC.

This MEMORANDUM OF UNDERSTANDING herein referred to as an "Agreement" is made upon the signing of the parties by and between the City of Tarpon Springs Community Redevelopment Agency a public body corporate and politic, whose address is 324 East Pine Street, Tarpon Springs, FL 34689, hereinafter referred to as "CRA" and Tarpon Springs Downtown District, Inc., a 501(c)(3) nonprofit organization authorized to do business as a nonprofit in the state of Florida. Whose mailing address is 155 Tarpon Avenue, Suite 4, Tarpon Springs, FL 34689 hereinafter referred to as "TSDD."

WITNESSETH:

Whereas, the City of Tarpon Springs is seeking re-designation as a Florida Main Street city by the Division of Historical Resources, Florida Department of State;

Whereas, CRA is empowered to enter into contracts for services rendered in the implementation of the Redevelopment Plan.

Whereas, TSDD is incorporated, has filed for their 501(c)(3) status, and has a working Board of Directors.

Whereas, CRA has supported the development of TSDD and intends to continue to do so;

Whereas, the parties agree on the importance of a strong four-point Main Street Approach for downtown and the parties desire to create a strong and viable downtown.

Now Therefore, in consideration of the mutual covenants, promises, and representation contained herein and other good and valuable consideration the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

Article I- Recitals the Whereas Clauses are Hereby Incorporated by Reference and are Represented to be True and Correct.

Article II- Term of this Agreement shall continue in force from January 13, 2026, until September 30, 2026, unless either party chooses to exercise its rights under Article VII-Termination below.

Article III- Administration of Agreement, administration of this agreement shall be under the general direction of the City Manager or designee who shall act as CRA'S representative during the performance of this Agreement. The agreement administrator for TSDD is its President or designee, who will also serve as the day-to-day contact person. Each party agrees to provide written notification within fifteen (15) days, should the representative of either party change during the term of this agreement.

Article IV- Payments, in the amount of $15,000.00 each quarter will be made by CRA to TSDD, at the beginning of each fiscal quarter, so long as TSDD provides the following to CRA:

1. A written request for distribution of funds with a projected budget for the expenditure of said funds;
2. The reports provided in Article V of this Agreement;
3. Full performance of the Main Street Four Point Approach and Guiding Principles;
4. Faithful and timely performance of all provisions of this agreement.

Article V-Obligations of TSDD, throughout the term of this Agreement, TSDD shall:

1. Employ paid, full-time professional Executive Director who shall be responsible for the day-to-day administration of the program;
2. Raise and expend sufficient funds to support administration of the program and meet program objectives;
3. Implement a comprehensive program based on the Four Point Approach, recommended by the National Main Street Center, which shall include the development of annual written Work Plan submitted to CRA within 30 days of the effective date of this agreement, and the establishment of a strong broad based organizational system to include without limitation committees for organization, design, promotion, and economic vitality as well as voting Liaison/Directors on the Board of Directors to organizations with a stake in the downtown. These organizations shall include, at a minimum, The City of Tarpon Springs/CRA, The Tarpon Springs Chamber of Commerce, The Tarpon Springs Merchants Association, The Tarpon Springs Historical Society, and St. Nicholas Greek Orthodox Cathedral.
4. Maintain data for monitoring the process of the organization and submit quarterly progress reports thereon, along with any other information requested by CRA, which shall include the progress made toward the completion of Work Plan goals and accomplishments;
5. Provide CRA quarterly financial statements of its operations.

Article VI- General Conditions, this Agreement is governed by and shall be constructed according to the laws of the State of Florida and National Main Street Organization.

Venue for any dispute, claim, or action arising out of or related to this Agreement shall be Pinellas County, Florida.

Article VII- Warranty and Obligation, this Agreement sets forth the final and entire agreement between the parties hereto and neither they nor their agents shall be bound by any terms and conditions, statements, warranties or representations; oral or written not herein contained. The obligations of CRA under this Agreement are subject to the availability of funds lawfully appropriated for its purpose by CRA. As a condition of any payment by CRA hereunder, funds must be appropriated in each annual budget and may be withdrawn at CRA’s sole discretion.

Article VIII- Indemnification, TSDD shall indemnify and hold the CRA harmless, including its elected and appointed officials, agents and employees from and against all claims, damages, losses and expenses, including, but not limited to attorney’s fees and costs or attorney’s fees on appeal arising out of or resulting from the carrying out of this agreement, arising out of any work activities performed under this Agreement, or constituting a breach of any term of this Agreement, except if due to a negligent act of the CRA.

Article IX- Termination, this Agreement may be terminated by CRA if TSDD fails to fulfill in a timely and proper manner any of its obligations under this Agreement, by notice to TSDD, which shall take effect immediately upon delivery by CRA in accordance with this Agreement. CRA shall evaluate the overall effectiveness of the program at the conclusion of this Agreement prior to approval of any future agreements or renewal of this Agreement with TSDD.

Article X- Review of Financial Records, for a period of up to three (3) years after the end of the fiscal year in which this Agreement is approved or terminated, in this Agreement, the CRA shall have the right to review and audit any and all financial records or any records having to do with this Agreement at any time. TSDD agrees to cooperate fully with any review or audit conducted by CRA. TSDD shall submit an annual operating budget to the CRA within thirty (30) days of execution of this Agreement.

Article XI- Amendments, amendments thereof must be mutually agreed upon by the parties and must be in writing.

Article XII- Notices, whenever either party desires to give notice unto the other, written notice shall be sent via hand delivery or first-class mail to:

Tarpon Springs Downtown District, Inc.
ATTN: President, Board of Directors
155 Tarpon Avenue, Suite 4
Tarpon Springs, FL 34689

City of Tarpon Springs
Community Redevelopment Agency
ATTN: City Manager
324 East Pine Street

Tarpon Springs, FL 34689

With a copy to:
City of Tarpon Springs
ATTN: General Counsel
324 East Pine Street
Tarpon Springs, FL 34689

All notices shall be effective upon receipt.
Any party may change their representative to get notice or their address in this manner by giving notice without the formal amendment to this agreement.

In witness whereof, the parties have caused this MEMORANDUM OF UNDERSTANDING to be executed for the uses and purposes therein expressed on the day and year first written above.

Attest:

______________________________	______________________________
Irene Jacobs, City Clerk	Charles Rudd, City Manager
______________________________	______________________________
Date	Andrew Salzman, General Counsel

____

Christy Howard, Tarpon Springs Downtown District, Inc., President

____

Date:

____

Witness Signature

____

Printed Name of Witness

Mission Statement:

The mission of the Tarpon Springs Downtown District is to preserve the unique historic charm of our downtown while fostering revitalization through community-driven efforts. We are dedicated to enhancing the local economy, promoting cultural heritage, and ensuring a vibrant, inclusive, and sustainable future for the heart of Tarpon Springs.

Vision Statement:

Our vision is to create a thriving, walkable downtown that honors the past while embracing future growth. We envision a community where historic preservation, local businesses, and public spaces blend seamlessly, offering a dynamic environment for residents, visitors, and businesses to connect and flourish for generations to come.

Tarpon Springs Downtown DIstrict WorkPlan 2025 - 2026

Mission: To preserve the unique historic charm of our downtown while fostering revitalization through community-driven efforts. We are dedicated to enhancing the local economy, promoting cultural heritage, and ensuring a vibrant, inclusive, and sustainable future for the heart of Tarpon Springs.

Vision: To create a thriving, walkable downtown that honors the past while embracing future growth. We envision a community where historic preservation, local businesses, and public spaces blend seamlessly, offering a dynamic environment for residents, visitors, and businesses to connect and flourish for generations to come.

Goals	Organization	Design	Promotion	Economic Vitality
Develop targeted initiatives that will strengthen and sustain the Historic and Cultural Identity of Downtown Tarpon Springs.	**Foster inclusive leadership, partnerships, and community engagement to support sustainable downtown revitalization.** Develop strong organizational capacity by engaging stakeholders, securing funding, building volunteer networks, and cultivating collaborative relationships that align with preservation and revitalization priorities.	**Enhance and preserve the physical and visual character of downtown Tarpon Springs.** Create a cohesive look and strengthen downtown Tarpon Springs' historic character by promoting façade improvements and establishing cohesive signage, lighting, and wayfinding standards, measured by grant participation, approved design guidelines, and initial marker installations.	**Elevate the identity of downtown Tarpon Springs as a vibrant cultural and commercial destination.** Develop and implement marketing, events, and storytelling strategies that showcase the district's unique history, local businesses, and community spirit to attract residents, visitors, and investors.	**Strengthen the economic base of downtown by supporting existing businesses and attracting complementary new enterprises.** Assess market opportunities, provide business support, and implement strategies that promote entrepreneurship, increase foot traffic, and ensure long-term economic resilience in the district.
Determine needs and develop an actionable strategy to drive economic vitality through walkable and community-focused development.	**Build a collaborative foundation to support economic revitalization and equitable downtown growth.** Engage stakeholders across sectors, coordinate resources, and establish policies that promote inclusive participation and ensure the long-term success of strategic economic development initiatives.	**Create an inviting, pedestrian-friendly environment that supports economic activity and community interaction.** Improve streetscapes, wayfinding, lighting, and infrastructure to enhance walkability and accessibility, while encouraging design elements that support local business visibility and public space use.	**Position downtown Tarpon Springs as a vibrant destination for commerce, culture, and connection.** Leverage events, campaigns, and branding efforts to promote downtown as a place where businesses thrive, residents gather, and visitors experience the unique charm and vitality of the area.	**Support a resilient and diverse downtown economy rooted in local entrepreneurship and future-ready planning.** Identify gaps in services, attract complementary businesses, provide support for existing merchants, and pursue data-driven strategies to strengthen the economic ecosystem of the district.

Committee: Organization						
Goal #1						
Goal	**Foster inclusive leadership, partnerships, and community engagement to support sustainable downtown revitalization.**					
Objective	**Expand volunteer and leadership engagement in support of revitalization efforts**					
Task	***Responsibility***	***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Develop a volunteer recruitment campaign	Organization Cmte	Q3	500	10		Chamber, City, local orgs
Create a board training and onboarding toolkit	Organization Cmte	Q3	500	5		FMS
Longest Table Campaign/Event	Organization Cmte	Q4				City, Chamber, TSMA, local orgs
Objective	**Strengthen funding and resource development through community partnerships**					
Task	***Responsibility***	***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Host a donor cultivation event	Organization Cmte	Q3				
Build a sponsorship package for local businesses	Organization Cmte	Q3				
Goal #2						
Goal	**Build a collaborative foundation to support economic revitalization and equitable downtown growth.**					
Objective	**Establish inclusive policies and partnerships for economic development**					
Task	***Responsibility***	***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Host a Downtown Stakeholder Summit	Organization Cmte	Q3				
Launch "Friends of TSDD" Program	Organization Cmte	Q3				
Objective	**Enhance cross-sector collaboration and communication among stakeholders**					
Task	***Responsibility***	***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***

Launch a shared project calendar		Q4				
Coordinate quarterly leadership roundtables		Q4				
Committee: Design						
Goal #1						
Goal	**Enhance and preserve the physical and visual character of downtown Tarpon Springs**					
Objective	**Enhance and preserve the physical and visual character of downtown Tarpon Springs**					
Task	***Responsibility***		***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Create graphics to share with businesses with details of Facade grant	Design / Promotions?		$250? Paid ads / print material ?	10	At least 10 businesses download or receive materials	Economic Dev., Promotion
Face to face visits with building owners to educate on benefits	Committe Members / Volunteers		0	25	15+ businesses visited, 5+ applications submitted	Economic Dev., Promotion
Inventory existing signage, lighting, and markers downtown	Committe Members / Volunteers		0	20	Full inventory report completed & presented	City of Tarpon Springs, Chamber
Draft design guidelines for signage, lighting, banners, wayfinding	Design Chair / Committee	Q1 2026	0	30	Design Standards Adopted By Board	City Planning, Economic Dev
Pilot installation of wayfinding markers at 2–3 key downtown nodes	City / Main Street?		$15,000? Grant? Sponsorship funding?	15	3 markers installed, positive visitor feedback	Public Works, Chamber
Goal #2						
Goal	**Create an inviting, pedestrian-friendly environment that supports interaction which includes developing a central hub orientation plaza for a places of interest walking tour.**					
Objective	**Create an awareness campaign around the façade improvement grant**					
Task	***Responsibility***	***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Secure site / vacant parcel for hub	Main Street Board / City		$0 (staff/board-led)	10	Parcel confirmed and agreement signed	City of Tarpon Springs
Design monument markers with historic panels, QR codes, maps	Design Committee		$5,000 (design & renderings)	40	Final concept design package approved	Historical Society, Chamber
Install initial monument and landscaping	City/Contractors	Q4 2026	$35,000 (grant/sponsorship funded)	30	Hub completed and open to public	Public Works, Cultural Org.
Assure all events are updated and correct	Promotion & Design Committees	Ongoing	$500 (website hosting & tools)	15/yr	100% of events listed and up to date	Chamber, Event Partners
Develop QR-code-linked walking tour page with historic info	Design Chair + Web Volunteer		$2,500 (web dev + content creation)	25	1,000+ QR scans or page visits in first year	Historical Society, Local Businesses
Committee: Economic Vitality						
Goal #1						
Goal	**Strengthen the economic base of downtown by supporting existing businesses and attracting complementary new enterprises.**					
Objective	**Create a game plan for supporting budinesses durring time of business disruption events such as upcoming road constrruction on US-19, potential storms, etc.**					
Task		***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Buy and Shop Local Campaign	Promotion and Organization	Spring and Summer		10	Does the off season become more profitable?	All local downtown merchants

Story Telling of Shop Owners and Businesses	Promotion and Design	Winter | Spring	$500	40	How well does the city know of it's local stories of good news?	All local downtown merchants
Goal #2						
Objective	**Create fun events to drvie traffic to local businesses to generate revenue**					
Task		***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Monthly Family Friendly Focus	ALL Team	2026		100	Weekends get more profitable	Elementary schools | Priavte schools | Local Clubs | Rec. Department
Partner / Piggyback off of COTS	ALL Team	2026		40	Getting new	COTS | Merchants | Chamber
Goal #3						
Goal	**Support a resilient and diverse downtown economy rooted in local entrepreneurship and future-ready planning.**					
Objective	**Perform a survey among the residents to identify potential wants, needs and desires for local amenities.**					
Task		***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Create and Teach Metrics	Oraganization	Jan - October		10	Can we use education to help our buisnesses make better decisions?	COTS | City Marketing Team | Merchants Assoc. | Chamber of Commerce
Create a survey for residents of TS to fill out to help fill missing links / gaps	Organization	Spring	$100	10	More than 200 people take the survey and we are able to distribute surveys out to businesses downtown	COTS | Chamber | Merchants Assoc. | Downtown Businesses
Committee: Promotions						
Goal #1						
Goal	**Elevate the identity of downtown Tarpon Springs as a vibrant, cultural and commercial destination.**					
Objective	**Create marketing/promotional events**					
Task		***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
White Linen Nights						
Easter Egg Hunt						
Trick or Treat		Oct				
Longest Table		Nov				
Christmas in Tarpon		Dec				Local Business Sponsors
Objective	**Increase brand awarerness for Main Street events, etc.**					
Task		***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Email Marketing		As events occur				
Social Media		As events occur				
Goal #2						
Goal	**Promote Main Street Program to help build awareness and resident and business participation**					
Objective	**Social Media Drip Program**					
Task		***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Socia Media Reels of each Pillar of MS		Q4				
Social Media Reels after of "how you can help"		Q4				
Objective	**Promote Successes of Main Street Programs/Progress**					
Task		***Timeline***	***Budget***	***Volunteer Hours***	***Measure of Success***	***Partners***
Creation of Media to tell success stories		Ongoing				
Media created to show other Main Street Program success examples		Ongoing				

Bylaws Of

Tarpon Springs Downtown District, Inc.

A Florida Not-for-Profit Corporation

Article 1

Name and Principal Office of the Corporation

Section 1 – Corporation Name

The name of this Corporation shall be **Tarpon Springs Downtown District, Inc..** hereinafter referred to as the Corporation. The Corporation is located at 155 Tarpon Ave, Suite 4, Tarpon Springs, Florida 34689. The Board of Directors of the Corporation shall determine the principle office of the Corporation from time to time.

Article 2

Section 1 – Purpose of the Corporation

The Corporation is organized to operate exclusively for charitable and educational purposes within the meaning of 501(c)(3) of the Internal Revenue Code of 1986 (or corresponding provision of any future Federal tax law) and more specifically:

A. To promote the historic preservation, protection and use of Tarpon Springs.Downtown District traditional downtown area, including the area's commercial, civic and religious enterprises and residences;

B. To take remedial actions to eliminate the physical, economic and social deterioration of Tarpon Springs.Downtown Districts's traditional downtown area and thereby promote Tarpon Springs.Downtown Districts's historic preservation, and contribute to its community betterment;

C. To disseminate information of and promote interest in the preservation, history, culture, architecture and public use of Tarpon Springs.Downtown Districts's traditional downtown area;

D. To hold meetings, seminars and other activities for the instruction the public in those activities such as building rehabilitation and design, economic restructuring and planning management that foster the preservation of Tarpon Springs.Downtown Districts's traditional downtown area, and enhance the understanding and appreciation of its history, culture and architecture;

E. To aid, work with and participate in the activities of other organizations, individuals and public and private entities located within and outside Tarpon Springs.Downtown Districts engaged in similar purposes;

F. To solicit, receive and administer funds for educational purposes and to that end to take and hold by bequest, devise, gift, grant, purchase, lease or otherwise, either absolutely or jointly with another person or Corporation, any property, real, personal, tangible or intangible, or any undivided interest therein, without limitation as to amount of value; to sell, convey or otherwise dispose of any such property and to invest, reinvest or deal with the principle or the income thereof in such manner as, in the judgment of the Corporation's Board of Directors, will best promote the purposes of the Corporation without limitation, except such limitation, if any as may be contained in the instrument under which such property is received, the Bylaws of the Corporation, or any laws applicable thereto.

In addition, in furtherance but not in limitation thereof:

The Corporation shall not carry-on propaganda or otherwise attempt to influence legislation except as an insubstantial part of its activities. The Corporation shall not engage in any transaction or permit any act or omission, which shall operate to deprive it of its tax-exempt status under Section 501(c)(3) of the Internal Revenue Code or 1986 or the corresponding Code. The Corporation shall not in any manner or to any extent participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of any candidate for public office, nor shall it engage in any "prohibited transaction" as defined in Section 503(b) of the Internal Revenue Code of 1986. In the event of dissolution or liquidation of the Corporation, any assets then remaining shall be distributed among such other organizations as shall qualify at the time as exempt organizations described in Code Section 501(c)(3) as the Board of Directors shall determine, such assets to be used for purposes consistent with those described in the immediately preceding sub-paragraphs lettered (A) through (F).

No part of the net earnings of the Corporation shall inure to the benefit of any member of the Corporation or other private individual except that the Corporation shall be authorized and empowered to employ staff and to pay reasonable compensation for services rendered herein. None of the property of the Corporation shall be distributed directly or indirectly to any member of the Corporation except in fulfillment of its charitable and educational purposes enumerated herein.

Notwithstanding any other provision of these articles, this Corporation shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future Federal tax law.

The Corporation also has such powers as are now or may hereafter be granted under the laws of the State of Florida that are furtherance of the Corporation's exempt purposes within the meaning of Sections 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding section of any future Federal tax law.

Article 3

Program Area

Section 1 – Main Street Geographic Area

The Program Area shall be that geographic area indicated on the attached map (Exhibit A).

Article 4

Membership

Section 1 – Member Definition

Any business, organization or individual interested in supporting the purposes of the Program:

A. May become a member by filing an application in such a form as the Board of Directors shall prescribe.

B. Subject to the payment of such dues as the Board of Directors may establish.

C. Eligible to such benefits as the Board of Directors may establish.

Section 2 – Application, Dues and Benefits

The Board of Directors may establish annual dues, benefits and determination of what constitutes active membership, as it deems appropriate. Such establishment shall include method of dues payment and application procedure.

Section 3 – Member Resignation

Any member may resign from membership in the Corporation upon giving written notice thereof to the Secretary of the Corporation. Such resignation shall specify the reason thereof and the effective date thereof. Members who resign from membership shall not be entitled to receive refund of dues paid.

Article 5

Membership Meetings

Section 1 – Annual Meeting

An annual meeting of the membership shall be held in each fiscal year at such time and place as may be determined by the Board of Directors for the purposes of electing officers and transacting such other business as may be properly brought before the meeting. Fiscal Year shall be considered to be from October 1 through September 30.

Section 2 – Special Meetings

Special meetings for the membership shall be held at any time and place as may be designated in the notice of said meeting, upon call by the President, by the Board of Directors or upon written petition by at least 51 percent (51%) of active members.

Section 3 – Notice of Meeting

Written notice of every meeting of the membership, stating the place, date and hour of the meeting shall be given either personally, by phone or by mail, e-mail, or fax to each member not less than five days before the date of the meeting. Such notice shall be deemed delivered when deposited in the United States mail with postage thereon prepaid or e-mailed or faxed and addressed to the member at their address as they appear on the Corporation's record of membership. Attendance of a member at a membership meeting shall constitute a waiver of notice of such meeting, or a manner in which it has been called or convened, except when a member attends a meeting solely for the purpose of stating, at the beginning of the meeting, any such objection to the transaction of any business. Other interested parties shall be given such notice of meetings, as the Board of Directors shall deem appropriate.

Section 4 – Member Quorum

Twenty percent (20%) of active members, present in person, shall constitute a quorum for the transaction of business at all meetings of the membership, except as otherwise provided by statute, by Articles of Incorporation, or by these by-laws. If a quorum is not present at any meeting of the membership, a majority of the members entitled to vote thereof, present in person, may adjourn the meeting from time to time, without notice other than the announcement at the meeting, until a quorum shall be present. If the adjournment is for more than thirty (30) days, a notice of the adjourned meeting shall be given to each member.

Section 5 – Active Member Majority Vote

When a quorum is present at any meeting, the vote of a majority of the active members, present in person, shall decide any questions brought before such meetings, unless the Articles of Incorporation or these Bylaws require a different vote, in which case such express provision shall govern and control the decision.

Section 6 – Robert's Rules

Robert's Rules of Order Newly Revised shall govern the parliamentary procedures of the Corporation when not in conflict with these Bylaws. The order of business may be altered or suspended at any meeting by a majority vote of the active members present.

Article 6

Board of Directors

Section 1 – Number of Directors and Terms

The Corporation shall be governed by a Board of Directors of at least five (5) but not more than twenty-one (21) Directors. All policy decisions of the Corporation except for administrative decisions must be approved by the Board of Directors. Each Director shall serve for the term for which he or she is appointed and until his or her successor shall have been appointed.

A. The Board shall consist of a President, President Elect, Secretary, Treasurer, Past President or Director-at-large, Design Committee Chair, Promotion Committee Chair, Economic Vitality Committee Chair, Organization Committee Chair, Volunteer Coordinator and Director/Liaisons.

B. Director/Liaisons. Director/Liaisons will serve as a representative of specific stakeholder groups. Director/Liaisons are voting members of the Board of Directors and shall act as a conduit for information and shall report on the activities and initiatives of their organizations and report back to their organizations the activities and initiatives of Tarpon Springs.Downtown Districts Downtown Partnership and the other stakeholder groups represented.

   Ex officio shall mean that by virtue of their office in a stakeholder organization, or their designation by said officer, they are a voting member of the Tarpon Springs Downtown District Board of Directors.

The following shall serve as Director/Liaisons, ex officio:

A. The City Manager (or other member designated by said Manager subject to Board approval) of the City of Tarpon Springs;
B. The President (or other member designated by said President subject to Board approval) of the Tarpon Springs Historical Society;
C. The Board Chair (or other member designated by said Board Chair subject to Board approval) of the Tarpon Springs Merchants Association;

D. The President (or other member designated by said President subject to Board approval) of the Tarpon Springs Merchants Association;
E. The President (or other member designated by said President subject to Board approval) of the Greek Orthodox Church;
F. The Board of Directors shall have the discretion to add additional liaisons, who shall serve as Directors, ex officio from segments of the membership population as the Board may designate from time to time. This will include: Property Owners Representative, Business Owner Representative, Resident Representative.

Whenever the term "Director" is used in these Bylaws, it shall be deemed to include all of the above persons including ex-officio Director/Liaisons, unless the clear meaning is otherwise. Each Director shall have one vote.

Except for those serving ex-officio, all Board members will serve a three (3) year term. Directors may be re-elected for two (2) consecutive terms and may serve more than two non-consecutive terms with at least one year off the board between terms. No director shall have more than one (1) vote.

The President may request that a Director assume the additional responsibilities of another for a period of up to six (6) months when a vacancy occurs on the Board. The Board of Directors may request a longer commitment if the office remains unfilled.

Section 2 – Qualifications

Directors shall be members of the Tarpon Springs Downtown District geographic area with no requirement to own property or a business downtown nor to live downtown. As Downtown Tarpon Springs is the heart of Tarpon Springs and the surrounding county, the Tarpon Springs Downtown District and its Board of Directors represent the entire community. Candidates for Board positions can come from downtown Tarpon Springs, the City of Tarpon Springs or the surrounding community.

Section 2 – Appointments

Appointments to fill vacancies for unexpired terms on the Board of Directors shall be made by the Board President and shall be subject to confirmation by the Board of Directors. Nominations to the Board to fill expired terms shall be made annually by a Nominating Committee appointed by the Board President. The Nominating Committee shall be composed of at least 30% individuals who are neither currently nor have previously served on the Board of Directors.

Section 3 – Director Vacancy

Any vacancy occurring on the Board of Directors (other than a vacancy resulting from the normal expiration of a term of office) may be filled by the action of the Board President subject to the approval of the Board of Directors. A Director appointed to fill a vacancy shall be appointed for the unexpired term of his or her predecessor in office. Any Director may resign by submitting written notice of resignation to the Secretary. Any Director may be removed at any time with or without cause by the action of the Board of Directors. Any member of the Board of Directors who is absent from three (3) consecutive regular meetings without just cause for such absence may be considered to have voluntarily resigned, at the discretion of the President.

Section 4 – Board of Directors Regular Meeting Notice

The Board of Directors of the Corporation may hold regular meetings. Regular meetings shall be held not less than four (4) times each year. Special meetings of the board may be called by the President or by a majority of Directors. Written notice of the time and place for both regular and special meetings shall be given to each Director either by personal delivery or by mail, phone, e-mail or fax at least five (5) days before the meeting.

Section 5 – Board of Directors' Quorum

At all meetings of the Board of Directors, 50% of the Board of Directors thereof, including any two officers, shall constitute a quorum for the transaction of business. If a quorum shall not be present at any meeting of the Board, the Directors present may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 6 – Action

Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting, if all members of the Board consent thereto in writing, setting forth the action so taken, and the written record is filed with the Minutes of the Corporation. Such consent shall have the same force and effect as a unanimous vote of the Board.

Section 7 - Liability

The Board of Directors, Committee Chairs and Committee Members of the Corporation shall not be personally liable for its debts, liabilities, or other obligations. The Corporation shall maintain Directors and Officers Liability Insurance.

Article 7

Committees

Section 1 – Standing Committees and Terms

The following Committees shall be Standing Committees of the Corporation:

A. Organization
B. Promotion
C. Design
D. Economic Vitality

Standing Committee Chairs shall be members of the Board of Directors.

Section 2 – Committees: Four Points of the Main Street Approach™

The Main Street program offers a four-point approach to downtown revitalization that has been successful in many towns and cities throughout America.

Organization: Involves organizing the community into a strong team that works together toward the common goal of improving the downtown area.

Design: Creating an inviting and aesthetically pleasing atmosphere.   Activities in this area include:

A. Improving the appearance and function of downtown,

B. Emphasizing the unique characteristics of the downtown area,

C. Maintaining, renovating and reusing downtown buildings,

D. Using high-quality, compatible design in the construction of new structures,

E. Adopting appropriate development standards,

F. Using high quality design in all Main Street functions

Promotion: Promoting and selling the image of downtown to all potential visitors, shoppers, business prospects, investors, and community members through effective branding, marketing, and advertising, as well as by hosting special events and retail promotional activities.

Economic Vitality: Achieving full occupancy of downtown by:

A. Filling unused space and promoting compatible new development,

B. Helping existing businesses to upgrade and expand,

C. Recruiting new businesses to fill gaps in the local market.

The Standing Committees set up under the Four Points of the Main Street Approach™: Organization, Promotion, Design and Economic Vitality, while having Chairs appointed by the Board of Directors and formally established by these Bylaws, are intended to be open, creative, productive and to coordinate the actions of sub-committees as may be, from time to time established in their areas of interest.

Article 8

Officers

Section 1 – Officers and Terms

The Officers of the Corporation shall consist of a President, President-Elect, a Secretary, and a Treasurer. These positions are elected positions. Terms of office shall be one (1) year.

Section 2 – Officer Descriptions

Except as hereinafter provided, the Officers of the Corporation shall each have such powers and duties as generally pertains to their respective offices, as well as those that from time to time may be conferred by the membership of the Board of Directors.

A. President. The President shall preside at all business meetings, but may at his or her discretion or at the suggestion of the Directors, arrange for another officer to preside at other meetings. The President shall perform such duties as are usually incumbent upon that officer and such as may be directed by the Board of Directors. The President will oversee the day-to-day operations of the Corporation and will supervise staff, if any.

B. President-Elect. The President-Elect shall have such duties and responsibilities as the President or Board of Directors may from time to time prescribe.

C. Secretary. The Secretary shall record and maintain in good order Minutes of all meetings and all records and correspondence of the Corporation, and shall be delivered at the next meeting. The Secretary shall also have such other duties as may be assigned by the Board of Directors.

D. Treasurer. The Treasurer shall maintain in good order all financial records of the Corporation. The Treasurer shall also have such other duties as may be assigned by the membership of the Board of Directors.

E. Temporary Officers. In case of the absence or disability of any officer or the Corporation and of any person authorized to act in his or her place during such periods of absence or disability, the President may, from time to time, delegate the powers and duties of such officer to any other officer or any other member.

Article 9

Staff

Section 1 – Executive Director

The Executive Director is both the Chief Executive Officer of the Tarpon Springs Downtown DistrictInc. and Local Main Street Executive Director. The Executive Director reports to the President of the Board of Directors and is responsible for the Corporation’s achievement of its mission and objectives.

The Executive Director serves as the local Main Street Executive Director responsible for coordinating activity within the Main Street district. He/She is responsible for the development, conduct, execution and documentation of the Main Street program and is the principal on-site staff person responsible for coordinating all program activities locally as well as for representing the community as appropriate. In addition, the Executive Director should help guide the Corporation as it grows and evolves.

In program development and administration, the Executive Director will:

A. Assure that the Corporation has a long-term strategy which achieves its mission, and toward which it makes consistent and timely progress.

B. Provide leadership in developing program, organizational and financial plans with the Board of Directors and carry out plans and policies authorized by the Board.

C. Manage any City or Community Redevelopment Agency grant, incentive, or other program with which the Corporation might be charged.

D. Promote active participation by volunteers in appropriate areas of the Corporation's work.

E. Maintain official records and documents, and ensure compliance with applicable contracts and regulations.

F. Maintain a working knowledge of developments and trends in the field.

In communications, the Executive Director will:

A. See that the board is kept fully informed on the condition of the Corporation and all-important factors influencing it.

B. Publicize the activities of the Corporation, its programs and goals.

C. Establish sound working relationships and cooperative arrangements with a wide scope of community groups and organizations.

D. Represent the Corporation to the City, Community Redevelopment Agency, Chamber of Commerce, and other agencies, organizations and the general public.

In budget and finance, the Executive Director will:

A. Be responsible for developing and maintaining sound financial practices.

B. Work with the board in preparing budgets; operate within budget guidelines.

C. Ensure that adequate funds are available to permit the Corporation to carry out its work.

D. Jointly, with the President and the Board of Directors, conduct official correspondence and documentation.

The Executive Director shall be responsible for coordinating the implementation of the Corporation's policies, projects and contractual obligations and such other duties as the Board of Directors, through the President, may require.

The Executive Director shall receive for his or her services such compensation as may be determined by the Board of Directors, subject to any contracts with any entity, either private, civic, or government that has or will pay compensation of such services.

Section 2 – Other staff

The Board of Directors may authorize the Executive Director to hire additional staff, full or part-time, as employees or contractors.

The Executive Director supervises any full-time, part-time, contract employees or consultants.

Article 10

Finances

Section 1 – Payment Authorization

Except as the Board of Directors may generally or in particular cases authorize the execution thereof in some other matter, all checks, drafts, and other instruments for the payment of money and all instruments of transfer of securities shall be signed by any Officer or the Executive Director. If, however, the amount of anyone (1) payment or transfer exceeds the sum of five hundred dollars ($500.00), it shall be signed by at least two (2) Officers or by one (1) Officer and the Executive Director.

Section 2 – Funds

All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may select.

Section 3 – Acceptance of Contributions

The Board of Directors may accept on behalf of the Corporation any contributions, gift bequest, or device for the general purposes or for any special purposes of the Corporation.

Section 4 – Program Budget

Within thirty days of (before) the first meeting of each year, the Executive Director shall develop the Program Budget for the fiscal year and present it to the Board of Directors for approval. The approved budget may be reviewed and revised periodically as deemed necessary by the Board of Directors.

Article 11

General Provisions

Section 1 – Fiscal Year

The fiscal year of the Corporation shall begin on October 1 and end on September 30 each year.

Section 2 – Corporate Seal

The corporate seal shall have inscribed thereon the name of the Corporation and the words "Corporate Seal" and "Florida." The seal may be used by causing it or a facsimile thereof to be impressed, affixed, and reproduced or to otherwise show. In the event it is inconvenient to use such a seal at any time, the signature of the Corporation followed by the word "Seal" enclosed in parenthesis shall be deemed the seal of the Corporation.

Section 3 – Financial Statement

Not later than three (3) months after the close of each fiscal year, the Corporation shall prepare:

A. A balance sheet showing in reasonable detail the financial condition of the Corporation at the close of the fiscal year;

B. A statement of the source and application of funds showing the results of the operation of the Corporation during the fiscal year.

Section 4 – Indemnification

The Corporation may be empowered to indemnify any officer, director, or any former officer, director, or staff by a majority vote of a quorum of the Board or of the general membership who were not parties to such action, suit, or proceeding in the manner provided by Florida Statute. If such indemnification is authorized by the Directors or members, expenses incurred in defending such civil or criminal action, suit or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding in the manner prescribed by the Florida Statutes.

Article 12

Amendments

Section 1 – Bylaws

The Board of Directors shall have the power to alter, amend or repeal the Bylaws or adopt new Bylaws by a two-thirds (2/3) vote of the Board of Directors present at any duly called meeting of the Board, provided that no such action shall be taken if it would in any way adversely affect the Corporation's qualification under the Internal Revenue Code of 1954 or corresponding provisions of any subsequent Federal Tax law. All amendments shall be submitted to all Directors to review at least five (5) days prior to voting at the next meeting or a special meeting called for that purpose.

Policies and Procedures Manual

Approved: November 20, 2025

Index

Introduction

The Board of Directors of Tarpon Springs Downtown District, Inc. (TSDD) sets the policies of the organization and has final authority to interpret these policies. The TSDD policies, practices, and benefits are reviewed annually.

The TSDD Executive Committee may recommend policy changes to the board, or the board itself may make changes. Proposed changes take effect when officially adopted by the board.

These policies apply to the treatment of both paid employees and volunteers except when only applicable to paid employee positions.

Mission Statement

To enhance and promote the vitality and historic charm of downtown Tarpon Springs to the benefit and enjoyment of all.

Code of Ethics

The TSDD strives to conduct our business activities with honesty, integrity, fairness, openness, and in accordance with the highest ethical standards. Employees and volunteers are expected to represent the TSDD in a courteous, efficient, and professional manner.

Decision Making Process

TSDD will use the most current revision of Robert's Rules of Order for all procedural questions and will follow them in the conduct of all member and board meetings, except as otherwise provided in the articles of incorporation or bylaws.

Conflict of Interest

The TSDD board, officers, committee members, volunteers, and employees shall avoid any conflict between their own respective personal, professional, or business interests and the interests of the organization.

Board members, officers, and employees will inform the board of any connection to groups or organizations doing business with the organization. Board members who have an actual or potential conflict of interest should not participate in discussions or vote on matters affecting transactions between the organization and the other group. Employees who have an actual or potential conflict should not be substantively involved in decision-making affecting such transactions either. This includes, but is not limited to, transactions involving:

- The sale, purchase, lease, or rental of any property or other asset.
- Employment or rendition of services, personal or otherwise.
- The award of any grant, contract, or subcontract.
- The investment or deposit of any funds of the organization.

In addition, TSDD board members, officers, committee members, volunteers, and employees shall not use TSDD facilities, equipment (e.g., computers, copiers, and phones), postage, or supplies for their own private use or gain or the use or gain of another person or entity.

Confidentiality

Employees will periodically handle confidential information due to their position and will keep this information confidential. Breach of confidentiality is reason for termination.

Whistleblower Protection

A director, officer, or employee who, in good faith, reports a violation shall not suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone who has reported such violation is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the organization prior to seeking resolution outside the organization.

Risk Management

The TSDD board will annually review the organization's need for general liability and director's and officer's liability insurance, as well as take other actions to mitigate risks.

Record Keeping

A set of permanent records will be kept in the TSDD office, including organizational documents, board minutes, materials related to TSDD's tax exempt status, and items of historical significance to the organization. Other documents related to the governance, administration, fundraising, and programs of the organization will be kept in the office for a minimum of seven years.

The TSDD board will review options to back up and preserve electronic and print copies of documents vital to the organization's governance, financial, and programmatic operations.

Openness and Disclosure

TSDD will provide comprehensive and timely information to the public, the media, and all stakeholders. All reasonable requests for information will be responded to as soon as possible.

IRS Form 990 for the previous three years (this includes clear statements of program accomplishments in Part III) and IRS Form 1023 will be available to the public.

An annual report will be prepared. The report will include a list of board members and employees, TSDD's mission statement, information on program activities, financial information (at a minimum the organization's total income, expenses, and net assets), as well as other information we may choose to include.

Program Evaluation

TSDD will regularly review its effectiveness and create mechanisms to incorporate lessons learned. The organization will be responsive to changes in the field of downtown revitalization and to the needs of constituents.

Prohibition on Unauthorized Recording, Duplication, and Distribution

All materials produced by an employee or volunteers on behalf of the organization are the sole property of the TSDD unless prior approval is given by the board and a signed agreement is in place. This includes written, musical, photographed, drawn, programmed, or translated works.

No one may reproduce, duplicate, distribute, or sell any such materials without the prior written approval of the board.

Finance

The TSDD Board of Directors is committed to acting as responsible stewards in managing the organization's financial resources. The organization shall comply with all laws and regulations and shall adhere to sound accounting principles that produce reliable financial information, ensure fiscal responsibility, and build public trust.

Fiscal Year

TSDD's fiscal year is October through September.

Handling Checks and Cash

All checks will be endorsed with the TSDD bank stamp upon receipt. Checks, as well as the associated deposit slip, will be photocopied. Deposits will be made by the treasurer, the Executive Director, or the administrative assistant within 24 hours of receipt.

The Executive Director or his/her designate together with another witness will count all cash and checks at the conclusion of cash generating activities. If for any reason it is deemed unsafe or inconvenient due to the late time of the day or night, the total of cash received for the event will be deposited in a sealed (bank provided) envelope under "dual control" and deposited in the after hours night deposit. On the next business day the event bag will be recovered from the night depository and the deposit will be processed by the Executive Director or Treasurer and one witness to verify the transaction. All cash received from TSDD functions will be counted and verified in this form of "dual control" with witnesses signing and dating deposit records which will be retained by TSDD, Inc.

Paying Invoices

The Executive Director under the authority of the treasurer will be responsible for paying the organization's bills in a timely manner once or twice a month. The organization's checkbook will reside in the TSDD office.

Members of the executive committee may not sign checks written to themselves or their business.

Purchasing

The Executive Director purchases all supplies and equipment. These items should be purchased from local businesses when possible. The board must approve all purchases not in the budget or those exceeding the budgeted amount. Employees must investigate at least three different sources for products or professional services which exceed $1,000 and submit this information to the board for consideration.

Except as the Board of Directors may generally or in particular cases authorize the execution thereof in some other matter, all checks, drafts, and other instruments for the payment of money and all instruments of transfer of securities shall be signed by any Officer or by the Executive

Director. If, however, the amount of any one (1) payment or transfer exceeds the sum of five hundred dollars ($500.00), it shall be signed by at least two (2) Officers or by one (1) Officer and the Executive Director.

Petty Cash

A petty cash fund should not exceed $50 is maintained for incidental purchases. This account is the responsibility of the Executive Director who must provide a list of all expenses drawn from this fund accompanied by associated sales receipts or invoices. The information will be provided to the treasurer. Funds may be replenished as necessary at the request of the Executive Director.

Travel Reimbursement

All travel expenses must be cleared with the board of Directors prior to making travel arrangements.

Budgeting

The executive committee, with the aid of the Executive Director, will provide a strategy for adequate funding. Board-approved work plans will be presented to the executive committee for the budgeting process. A draft annual budget shall be presented to, and approved by, the board no later than the August board meeting. The board will approve the final budget by the close of the September board meeting. The treasurer / Office Manager will enter all budget figures into the accounting program to generate comparative financial statements for the budget year.

The board does not need to approve committee expenditures that were pre-approved in the annual budget. However, the board must approve all expenditures exceeding the budgeted amount or outside the adopted budget prior to expending any funds.

Financial Records

The treasurer will present the financial statement to the board at the regularly scheduled monthly meeting. The statement will include actual and budgeted income and expenses for the month and year to date totals. Within two months after the close of the fiscal year, the treasurer will prepare a year-end financial statement showing in reasonable detail the source and application of the previous year's funds and the financial condition of the organization. This statement will be presented to the board at the following board meeting.

All financial records of the organization will reside in the TSDD office and will be maintained by the treasurer / Office Manager. Bank accounts will be reconciled monthly and compiled in separate files including all canceled checks and deposit records. Deposits will be tracked by maintaining copies of deposit slips, checks, and bank deposit receipts.
The TSDD will keep records open to audit for three years. These records will be kept in accordance to standards acceptable by accounting professionals.

Donors

The board is responsible for identifying financial and in-kind donors. Board members will be designated to contact potential donors with the assistance of the Executive Director. Individual committees may also need to solicit donors. This action should be approved by the board to avoid conflicts.

Acknowledgement

The Executive Director will acknowledge contributions within two weeks of receipt. Receipts will be issued for all contributions upon request.

Gift Acceptance

The board will determine whether accepting a gift of cash or other assets will compromise the ethics, financial circumstances, program focus, or other interests of the organization prior to accepting the gift. Such gifts will be publicly acknowledged in TSDD materials as appropriate.

Grants

The board of directors will approve any requests to write grants. Potential grants must clearly fall within the mission of the TSDD and be for projects on current work plans or address an emerging local issue.

The Executive Director will keep records, books, and materials in accordance with the requirements set forth in any acquired grant. Reports will be written by the Executive Director with assistance by volunteers as needed.

Communications / Spokespeople

The president and the Executive Director will serve as the primary spokespeople for TSDD. Committee chairs, in conjunction with the Executive Director, may be called on in relation to specific projects or activities. No other individuals, without specific board approval, may speak on behalf of the organization. All designated spokespeople must represent the board's position and not their personal opinion.

Press Releases

The Executive Director will issue all press releases. Volunteers may compose the press release and then submit the drafts to the Executive Director for review and editing. All press releases should be reviewed by the Board of Directors. The Executive Director will distribute all press releases to the appropriate media on TSDD stationery.

Publicity

Any opportunities for positive press should be pursued. The board of directors is responsible for approving any potential publicity ideas. Copies of articles will be retained in the TSDD office.

Presentations

The Executive Director will schedule all presentations to organizations, companies, or interested individuals. Ideally, two TSDD representatives will be present at each presentation. Whenever possible, the Executive Director will be one of those two people. Employees will prepare any needed handouts.

Events

Suggestions for events will be referred to the appropriate committee for consideration with final approval by the board of directors. Timing, feasibility, cost / budget, and relevance to the program will be considered when approving an event.

Email/Internet Usage

Email and internet use is intended for business-related purposes only. Employees or volunteers will not use the TSDD email or internet system in a way that may be viewed as insulting, disruptive, or offensive by other persons. Internet access may be monitored to insure compliance with this policy. Incidental and occasional personal use of email is permitted provided it is not for political or personal gain. These messages will be treated the same as other messages and may be monitored. Employees should not use email to transmit any message they would not want read by a third party since management can access personal messages without prior notice.

Letters of Support

TSDD may receive requests for letters of support. Letters of support will only be written when the following points have been addressed:

- The issue pertains to the mission of the TSDD.
- The issue directly relates to the central business district recognized by TSDD.
- The board has been furnished with adequate information to make an informed decision.
- The board has been given adequate time to consider the information.
- A discussion involving at least a quorum of board members has been held.
- The request doesn't conflict with the organization's nonprofit status.

A copy of each letter will be kept on file in the office.

Administration

Daily operations of TSDD are managed by the Executive Director with assistance of the board and volunteers.

Office

TSDD shall maintain an office within the downtown area.

Work Plans

Development of TSDD's work plans will begin in the summer prior to the beginning of the fiscal year. At that time, the board shall meet and establish the organization's goals and objectives for the upcoming year. The goals and objectives shall be forwarded to each committee chair to use as priority guidelines for developing committee work plans. Each committee will develop activities to meet objectives established by the board. A work plan overview that lists committee goals and objectives and activities will be presented to the board for review and approval and for use in the budgeting process.

As work plan drafts are completed by each committee, they will be presented in person to the board of directors for consideration. The work plans will include, at a minimum, a list of tasks to complete each activity, the lead person assigned to each task, amount of staff time needed if applicable, due date for each task, and budget amount. The board will make a decision for each activity plan based upon its affordability, feasibility, and whether it follows the organization's mission. Corrections or additions will be returned to each committee for additional work.

Master Calendar

A master calendar of TSDD activities shall be posted in the TSDD office and disseminated to volunteers upon board approval.

Board

Purpose of Position

The board of directors is solely responsible for establishing program policy, approving the annual program budget, and determining the goals of the program.

Requirements

Board members should be prepared to make a financial commitment, and contribute four to ten hours a month to the program. The TSDD board typically meets monthly for 60 to 90 minutes. The board may delegate some of its duties to an executive committee or other committees. Board members are usually expected to serve on one or more of these committees.

Major Responsibilities

The board is responsible for the success or failure of the downtown revitalization program. It is responsible for all of the finances of the organization and establishes program policy. The board is responsible for maximizing volunteer involvement in the downtown revitalization effort. Collectively, the board makes decisions about the program's direction and monitors progress on a regular basis. It sets priorities and makes decisions about the program's political stance. It oversees the work of the Executive Director, is primarily responsible for raising money for the program, and supports the work of the committees by volunteering time and expertise in support of their efforts. The board of directors is also responsible for fulfilling the legal and financial requirements in the conduct of its business affairs as a nonprofit organization.

Individual Standards

A responsible Main Street program board member commits to:

- Learning about and promoting the purpose and activities of the Main Street Approach™ whenever appropriate and possible.
- Attending regular monthly board meetings or notifying employees when absence is necessary.
- Actively participating on at least one committee.
- Actively participating in specific activities or projects promoted by the board which may include:
  - Fundraising.
  - Membership recruitment.
  - Representation on behalf of the program at meetings or events.
  - Attending trainings and workshops.
- Making an annual membership contribution.

- Staying informed about the purpose and activities of TSDD in order to effectively participate in board decisions and fulfilling responsibilities.

Officers

President: The president is the executive head of the board of directors. The president prepares agendas for and presides over meetings of the board of directors and of its executive committee. The president is an ex officio member of all committees, and is the official spokesperson for TSDD and is responsible for overseeing the daily work of the Executive Director.

President Elect: The president elect performs the duties of the president in the president's absence or disability. The president elect may also serve as the chair of the organization committee.

Secretary: The secretary keeps minutes of board and executive committee meetings, conducts correspondence for TSDD and is responsible for overseeing the organization's records.

Treasurer: The treasurer oversees and assists in the keeping of the accounts, preparation of reports, and supervises the deposit and withdrawal of funds. The treasurer reports to the board on a monthly basis the fiscal condition of the organization.

MAIN STREET AMERICA®

FLORIDA Main Street

National Trust *for* Historic Preservation

Save the past. Enrich the future.™

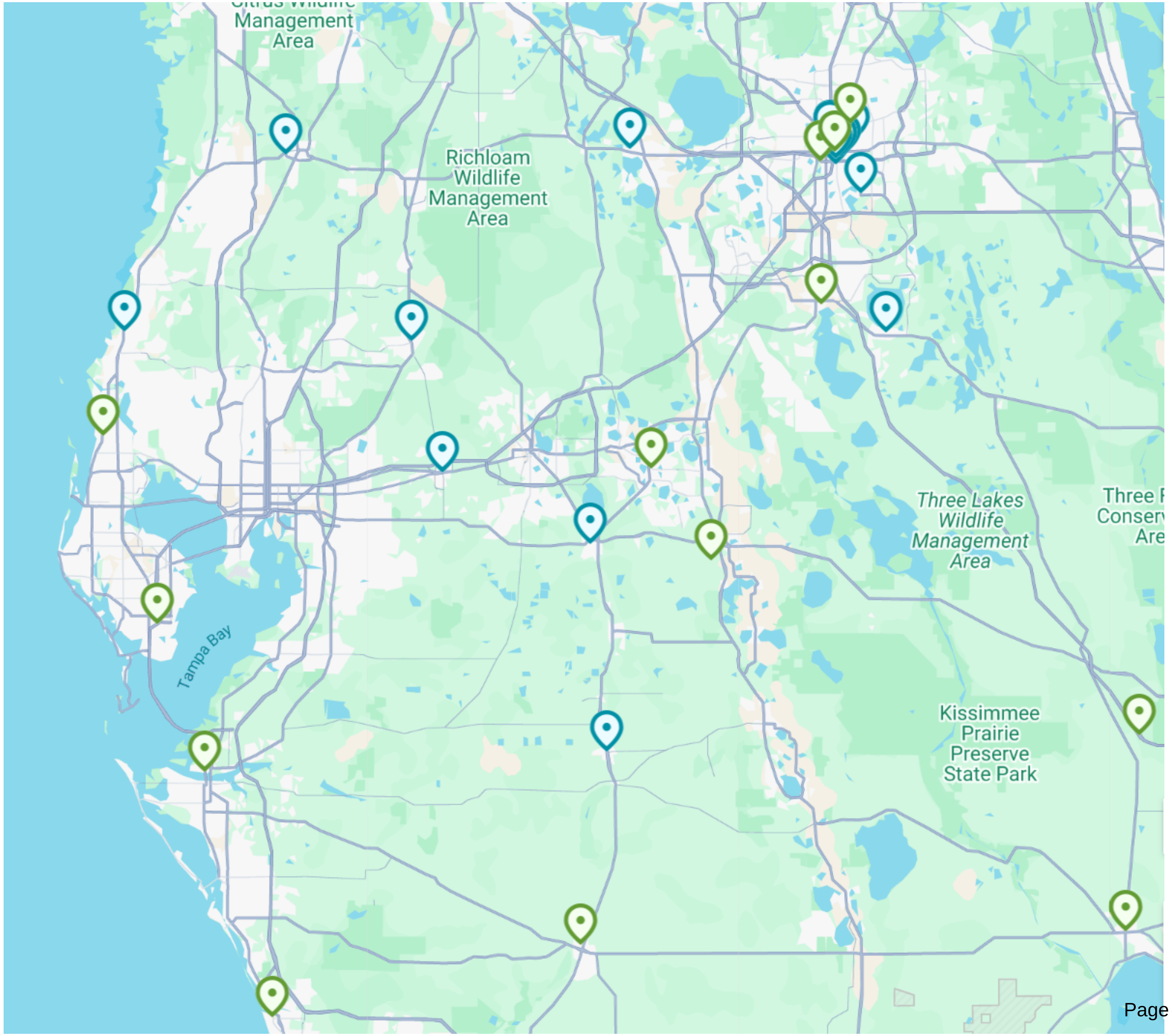
MAIN STREET AMERICA®

The approach is called

“The Main Street 4 Point Approach to Revitalization.”

It is an incremental, preservation based, grass-roots approach to revitalizing historic downtowns and neighborhood commercial districts.

Main Street Programs in our area.



Distinguishing the Missions and Roles

Community Redevelopment Agency	Tarpon Springs Chamber of Commerce	Tarpon Springs Merchant's Association	Tarpon Springs Downtown District Main Street
Quasi-governmental Agency, no membership, appointed Board, staff driven	Non-Profit 501(c)6, membership organization, volunteer board, staff driven.	Non-Profit 501(c)6 Membership Organization, Member benefits, paid and volunteer board.	Non-Profit, 501(c)3 Charitable Organization, membership of donors (no member benefits), working volunteer board & committee driven, minimal paid staff.
Mission: Removal of Slum and Blight, redevelop downtown and Alt19 corridor. Tax Increment funded and can do the "heavy lifting" of infrastructure, capital improvements and getting new events off the ground. Funded w/ tax increment.	Mission: to help businesses thrive and to assist new businesses in opening their doors in Tarpon Springs and the surrounding area. Funded through memberships and fund raising.	Mission: to improve and promote the welfare and the growth of the City of Tarpon Springs. Funded through memberships and special events revenue.	Mission: Revitalization of the historic downtown. Funded through donations, fund raising, special events revenue, public funds. Public/Private Partnership
Geographic Boundary	City-wide + regional businesses	Downtown and the Sponge Docks +	Walkable, defined district

The 8 Principles of Main Street:

- Comprehensive: No Single Focus
- Incremental: Baby Steps Before Walking
- Self-help: If not us, who?
- Partnerships: Both Public and Private
- Identify And Capitalize On Assets
- Quality: Emphasize In All Aspects
- Change: Attitudes, Build Support
- Implementation: Show Results

The 4 Points

Organization

Independent organization, full-time management, membership (donors), volunteers, fundraising & bringing all the stakeholders to the table.

Design

Improvement of the physical and regulatory environment

Economic Vitality

Positioning the downtown in the marketplace, business recruitment & retention

Promotion

Image creation through marketing and special events

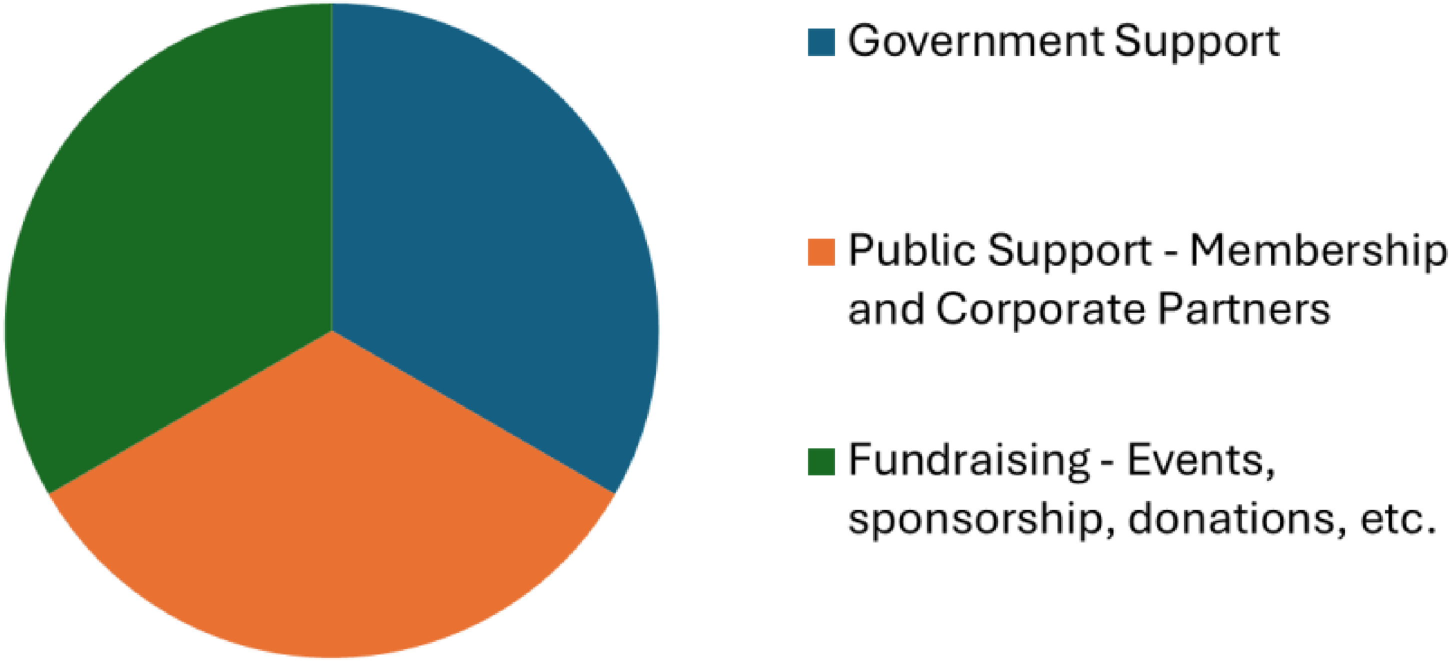
Elements of Organization

- Coalitions and Partnerships
- Managing Volunteers and Staff
- Public Relations and Outreach
- Managing Finances and Operation

Organization

- Independent Organization
  - Registered non-profit with the state of Florida
  - 501(c)3 Charitable Organization with the IRS
  - “Tarpon Springs Downtown District, Inc.”
  - Reports to Florida Main Street and National Main Street Center
- Board of Directors
  - Working Board, <u>not Advisors.</u>
  - All Directors have a “job” and homework.
  - Not exclusive – residents, business owners, property owners, interested people.
  - Representative of stakeholders with Director/Liaisons to other organizations.
  - Leadership of the organization.
  - No monetary compensation.
- Full-time, Professional Management
  - Reports to Board of Directors.
  - Focus is only on downtown.
  - Not merchant or property owner.
- Committee Structure
  - Based on the 4 Points.
- Annual Work Plan
- Volunteers
- Membership
  - Charitable donations, not exclusivity.
- Fundraising
  - Dinners, raffles, golf tournaments, etc.

Main Street Funding



Elements of Design

"Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors."

- Historic Preservation Education
- Architectural Assistance
- Building Improvements
- Public Space
- Design Regulation and Review

Typical Design Activities

The physical and regulatory environment

- Planting flowers/Placing pots
- Planting trees
- Clean up days/projects
- “Buy a Brick” programs
- Downtown Banners
- Historic Tours
- Public Art
- Façade Grant Program
- CLG Certification
- Historic Overlay
- Historic and Information Kiosks
- Historic Tours
- Storefront Improvement/Façade Charrettes
- Streetscape improvements
- Promotional For-Rent Signs
- Way-finding System
- Landscaping
- Newspaper kiosks
- Sidewalk usage
- Maintenance standards
- Design standards
- Squeaky Wheel with a solution.
- Keeping downtown top-of-mind with City and Property Owners.

Elements of Economic Vitality

- “Economic Vitality strengthens your community's existing economic assets while diversifying its economic base.”

- Strengthening Existing Businesses
- Identifying New Business Opportunities
- Find New Uses For Vacant Buildings
- Intensify The Uses of Buildings
- Improve Business Management

Typical Economic Vitality Activities

Positioning the downtown in the marketplace.

- Grant Programs
- Building Inventory
- On-Line Listings
- Business Recruitment Package
- Business Inventory
- SBDC Assistance
- Retailing Seminars
- Identify Niches/Clusters
- Welcome Team
- Ribbon Cuttings
- Market Analysis
- Field Trips to other Communities
- Zip Code Surveys
- “Strolls”
- “Mixers”
- Secret Shopper Program

Elements of Promotion

- “Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in your commercial district.”

- Image Creation
- Retail Promotion
- Special Events

Typical Promotion Activities

Image creation through marketing and special events.

- Annual festivals
- Monthly events
- Retail events
- Branding
- Marketing
- Event calendars
- Table tents
- Event posters
- Brochures
- Web sites
- Social Media
- Advertising
- Flyers
- Banners

The 4 Points

Organization

Independent organization, full-time management, donors, volunteers, fundraising & bringing all the stakeholders to the table.

Design

Historic Preservation and improvement of the physical and regulatory environment

Economic Vitality

Positioning the downtown in the marketplace, business recruitment & retention

Promotion

Image creation through marketing and special events

Annual Agreement

- **Contract for Services to implement the Main Street Approach**
- **Quarterly Disbursements**
- **Quarterly Reports**
  - **Progress on work plan,**
  - **Plans for the next quarter,**
  - **Financial statements**
- **Annual Report and request for contract renewal**