

Job Descriptions for Board Members and Officers

Board of Directors

Requirements:

Each Board member should have or provide one or more of the following:

- A demonstrated interest in the program's purpose and its goals.
- Specific experience in or knowledge of administration, finance, program development, advertising, public relations, district business activity, communications, design, or economic development.
- Representation of a public or private sector organization in, or segment, of the district.
- 4-10 hours per month of available time.
- Be prepared to make a financial commitment, and contribute 4 - 10 hours a month to the program. Downtown revitalization program boards typically meet monthly for 60 - 90 minutes. In addition, Board members are usually expected to serve on one of the standing committees of the downtown program.

Board Responsibilities:

The board has the final responsibility for the success or failure of the downtown revitalization program. The Board members are jointly responsible for:

1. Policy Administration:

- Establishing and/or continuing the legal existence of the program.
- Ensuring that the program fulfills legal requirements in the conduct of its business and affairs.
- Adopting policies and procedures, which determine the purposes, governing principles, functions and activities, and course of action for the program.
- Assuming responsibility for internal policies governing the program.
- With the Executive Director, develop an annual work plan of goals, objectives and activities for the program.

1. Funding and Financial Management:

- Approving and monitoring the finances of the program.
- Helping raise sufficient funds to ensure that the program can meet its objectives.
- Authorizing and approving an annual audit or financial review.
- Assuming responsibility for all expenditures necessary for the operation of the program (other than those responsibilities delegated by the Board to the Executive Director).

2. Public Relations and Advocacy:

- Understanding and interpreting the program's work to the district.
- Relating the services of the program to the work of other organizations and agencies.
- Giving sponsorship and prestige to the program and inspiring confidence in its activities.
- Serving as advocates of economic development through historic preservation in the district.
- Maximizing volunteer involvement in the district revitalization effort.

3. Planning and Evaluation:

- Setting direction for the organization and providing measurable objectives to get there.
- Regularly reviewing and evaluating the program's operations and maintaining standards of performance.
- Monitoring the program's activities.
- Counseling and providing good judgment on plans of committees and of the Executive Director.

4. Oversight:

- Ensuring that committees are working on programming that meet the organization's goals and objectives.
- Approving committee workplans to meet vision, goals, and objects, and authorize autonomy in implementing approved activities as long as committees stay within budget and timeframe.
- Monitoring to ensure committees are on track with approved projects and activities.
- Supporting the work of the committees by volunteering time and expertise in support of their efforts.

5. Personnel Management:

- Selecting, hiring and evaluating the Executive Director.
- Supporting the executive director and ensure they have the tools needed to accomplish their job.
- Approving policies governing personnel administration.
- Participating in recruitment, selection and development of board members as advised by the nominating committee.
- Ensuring there are volunteer development policies and procedures in place.

Individual Responsibilities:

- Learn about and promote the Main Street Approach®.
- Understand the mission of the local Main Street program and promotes the goals and activities of the organization to constituent groups and to the district as a whole.
- Stay informed about the purpose and activities of the organization in order to effectively participate in board discussions. Offer opinions honestly, without reservation, and in a constructive way.
- Encourage orderly, systematic and incremental implementations of the organization's work plan, discouraging the Board from being distracted by secondary issues or projects not included in the program's annual agenda.
- Attend regular monthly meetings of the board or to notify staff when absence is necessary.
- Support Board decisions, even when you may differ personally with the majority decision.
- Actively participate on task forces as necessary as well as one standing committee or other designated post.
- Attend as many training programs and workshops as possible provided by Oregon Main Street and the National Main Street Center each year.
- Respect the need for the Executive Director to report to only one "boss."
- Understand that the day to day operations of organization beyond volunteer opportunities fall to the Executive Director.
- Only commit time to the Main Street organization that you can realistically afford.
- Delegate responsibilities to committees when appropriate.
- Promote unity within the organization and seeks to resolve internal conflicts.
- Be familiar with the budget and take an active part in the budget planning process.
- Know and approve all policies and programs.
- To identify when there may be a potential conflict of interest and ask for the Board to decide when to excuse from discussions, decisions, and votes.

Officer: Board Chair

Time Required:

8 - 10 hours per month above and beyond that of a regular board member. The Board Chair shall be exempt from the requirement of participating on other committees and task groups.

General Description:

The Board Chair serves as a link between the Board of Directors and the Executive Director. The Board Chair assists the Executive Director in defining priorities and directions based on the published goals of the organization and board policies. The Board Chair acts as a link between the organization and the community, serving to explain the program to the public, helping to involve new people in the program, and rallying support. The Board Chair also oversees the organization in a functional way, guiding and facilitating the working relationships within the organization.

Major Job Elements:

- Understands and articulates the organization's mission.
- Chairs board meetings.
- Speaks publicly and to the media on behalf of the organization.
- Advocates on behalf of the organization to the district.
- Takes a major role in fundraising for the organization.
- Appoints committee chairs.
- Talks to the executive director on a regular basis and communicates concerns of committee chairs.
- Leads the planning process and keeps the goal the board has set as benchmarks of progress for both board and staff.

Other Job Elements:

- Assists the Executive Director in determining the board meeting agenda.
- Makes sure new board members are oriented to the organization and that an annual board retreat are held.
- Chairs executive committee meetings.
- Calls special meetings when necessary.
- Makes sure that the executive director is fulfilling all governmental requirements.
- Leads yearly evaluation of the executive director.
- Encourages increased volunteer involvement in the organization.
- Keeps in touch with committee chairs to make sure work is continuing on target.
- Prepares the way for new leadership by encouraging the work of the nominating committee and involving people with leadership potential on committees.

Reports to: The Board of Directors

Area of Major Time Commitment: Communication with the Board, community, and Executive Director

Area of Greatest Expected Impact: Monitoring accountability

Anticipated Results:

- Active engagement with downtown stakeholders including business and property owners, local government, and other organizations to improve and enhance downtown.
- Positive image of the organization
- Cohesiveness within the organization

Basic Skill and Value Requirements:

- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills

- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

Officer: Vice Chair

Time Required:

4-8 hours per month above and beyond that of a regular board member

General Description:

The Vice Chair's role is that of support for the Board Chair. The Vice Chair shares the Board Chair responsibilities as delegated by the Board Chair, working in whatever capacities the Board Chair and Vice Chair deem to be the most beneficial to the organization. These capacities should be written up in the form of a temporary job description on a year by year basis. The Vice Chair performs the duties of the Board Chair when the Board Chair is unable to do so.

Major Job Elements:

Determined each year (although some organizations find it helpful to have the Vice Chair sit as the Chair of the Outreach Committee to help develop plans for financial stability of the organization).

Other Job Elements:

Determined each year

Reports to:

The Board Chair

Basic Skill and Value Requirement:

- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

Officer: Secretary

Time Required:

4-8 hours per month above and beyond that of a regular board member

General Description:

The Secretary serves as the primary record keeper of the organization. The Secretary is responsible for transcribing the minutes at each board meeting and preparing an "official" copy for approval by the board of directors.

Major Job Elements:

- Record keeping:
- Transcribes minutes of board meetings.
- Prepares an "official" copy of the minutes for the Executive Director within two weeks after a board meeting.
- Maintains these documents in a form which is at all times accessible to board members and the Executive Director, and which is carried to board meetings for use as an historical reference of the organization's discussions and actions.

Other Job Elements: Determined each year

Reports to: The Board Chair

Area of Major Time Commitment: Record keeping

Basic Skill and Value Requirement:

- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

Officer: Treasurer

Time Required:

4-8 hours per month above and beyond that of a regular board member

General Description:

The Treasurer is responsible for fiscally monitoring the program. This includes ensuring all financial records are up to date. The Treasurer is ultimately responsible for seeing that the bills of the organization are paid in a timely manner according to policies and procedures adopted by the Board.

Major Job Elements:

- Ensuring the timely payment of any organizational debts incurred, including all taxes due, according to procedures adopted by the Board (e.g., the Executive Director, the Treasurer, or a Book Keeper could be the designated person to write checks but ultimately it is the Treasurer who ensures procedures are followed).
- Preparation of a monthly financial report to the board which should be submitted to the Executive Director for inclusion with the minutes of the meeting for the month following the reporting period. This should be submitted within two weeks of the following monthly board meeting.
- Provide a monthly verbal report to the Board on the organization's financial position and answer Board questions.
- Ensure that all financial books and records in an auditable format, according to standard accounting practices.

Other Job Elements:

- Ensures that a complete set of financial records for the organization is maintained in the office.
- Provide financial information on request by the Board or the Executive Director.

Reports to: The Board of Directors through the Executive Committee

Area of Major Time Commitment: Preparing monthly financial statements

Area of Greatest Expected Impact: Keeping the board informed of the organization's financial status

Anticipated Results:

- A clear and accurate picture of the organization's financial status
- Financial decisions can be made in a timely and efficient manner

Basic Skill and Value Requirement:

- A good understanding of accounting principles and financial management
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept