



Main Street Elyria Board of Directors

Essentials for Main Street Board Success:

- Board commitment in participation and implementation of the program
- Board giving commitment of 100%
- Board wisdom to further the mission of Main Street Elyria
- Board warrior who will act as the reality check for the rest of the board
- Board wealth or knowledge of where to get it
- Board is representative of the community

Responsibilities of the Main Street Elyria Board:

- Securing operational funding
- Advocates for Main Street Elyria
- Accountable to the community for the success of Main Street Elyria
- Wisely use resources, both human and financial, in the best interests of downtown.
- Ensuring long term and short term planning for organization; Mission, Vision, Work plans
- Establish policies for Main Street Elyria
- Responsible for personnel decisions; Hiring, evaluating, mentoring, dismissing

Responsibilities of Individual Board Members:

- Participate with knowledge, labor, time, and money
- Attendance and participation at no less than 80% of monthly board meetings
- Commit to activity assignments
- Committed to the organization as an active member
- Understand the mission of Main Street Elyria and actively promote its goals
- Share opinions at board meetings and support board decisions
- Commit the time necessary to attend Educational opportunities related to downtown development and governing



The board determines the programmatic goals and objectives that support the organizations mission and vision.

The board and committees brainstorm activities that support the program goals and objectives. Prioritize these activities.

Committees typically take several months to develop and finalize work-plan sheets.

The Organization Committee collects, collates, and produces the draft work-plan for board discussion and approval.

The board discusses, and either approves or adjusts, declines, and sends back to committees for revision the draft work-plans.

Once approved, the committees are empowered to do their work without seeking additional permission from the board. Committees are empowered to work within the budget that the board appropriated in the work-plan process.

Committees meet monthly to review the progress made on the work-plan activities and to identify areas that need help. Project supervisor makes her/his report to the committee.

Board should review each committee's work-plan progress quarterly at board meetings. Committee Chair reviews work-plan with board and provides updates on activities – giving responsibility and ownership to your volunteer leaders!

Completed work-plans become the official record of your program's activities.

Work-plans provide historical guidance for future program budgets.

Work-plans enable new volunteers to take over from veteran volunteers with less hesitance and fear of the unknown.



Policies govern the direction and operations of an organization. They provide a framework for decision-making within which the organization can do its work. While the board does set policy, it is not responsible for setting ALL policies.

The board of director's role regarding policy is to:

- Establish and/or approve the broadest and most strategic policies
- Ensure that policy is being developed and implemented
- Review policy periodically

The board reviews policies, when necessary, in order to reflect the changing needs of a community. It also ensures the organization's compliance with legal requirements. Some policy-setting responsibility, however, passes through to the staff. In order to understand which policies the board should address directly and which policies the board should delegate, distinction is necessary amongst various kinds of policies.

The broadest policies are those that address the governing functions of the organization. Governing policy includes issues about strategic direction and leadership development, found within the strategic plans and Code of Regulations. The board is directly responsible for the formulation of these policies.

The central governing policy of an agency is the mission statement. The board is responsible clearly defining the mission. This will ensure that potential clients and customers will understand the organization's purpose and goals that staff will know how to direct their efforts and that investors will know what they are supporting. The further defining of the mission statement occurs through goals and objectives. These are established through a cooperative effort of the board, with input by the staff and volunteers.

The second policy level is executive policy, such as financial policies, endowment policies and personnel policies. The board approves these policies, usually established by committees or staff. Unlike the broadest governing policies reviewed and revised on a more infrequent basis, executive policies tend to be part of the regular deliberation of the board.



A third level of policy is administrative policy. This includes policies about managing the workplace and communicating among staff. Staff develops and directs administrative policies. The board does not establish these policies, but is aware of them, assuring they conform to legal requirements and to the governing and executive policies.

It is through the regular approval and review of these policies that a board maintains contact with the day-to-day operations of the organization and fulfills its accountability to the organization's constituencies.



1. The organization follows a clear mission.
2. Attend all, or no less than 80%, of the board or committee meetings of which you are a member.
3. Review by-laws annually to determine that they conform to law and that they incorporate all amendments made through prior resolution.
4. Prudent of the following and enforcement of by-laws; use consents to corporate action in lieu of meetings; all directors must sign.
5. Maintain a current membership list for your board and nonprofit organization members.
6. Request that the organization distribute important written materials requiring action of the board in advance of board meetings.
7. Insist on advance notice to all directors of any major item of business requiring action at the next meeting.
8. Read, analyze and understand financial statements, budget proposals and other reports; raise at least one question with respect to each financial document at any meeting called for the purpose of reviewing financial documents; expect solid, businesslike answers from your organization.
9. Question all reports demonstrating inconsistencies, material errors, or other evidence of sloppy work.
10. Seek expert counsel – legal, accounting, and otherwise – to supplement board member understanding and experience when dealing with complex issues.



11. Thoroughly review all minutes prepared by the secretary to insure the coverage of critical matters, including resolutions and discussions of complicated and controversial topics.
12. Adopt a written conflict of interest policy that conforms to state law.
13. Question staff to determine that the IRS is kept advised of all material and substantial changes in the organization.
14. Have the most current Code of Regulations of the organization reviewed by competent counsel.



1. To be fully informed about the responsibilities, time commitment, organization, etc. before accepting the position of board member.
2. To have opportunities for orientation and continuing board training that will assist the board member in functioning effectively.
3. To be fully informed through accurate financial reports, management reports, regular and thorough briefings by staff, etc. about the operation of the organization.
4. To expect that volunteer time will not be wasted by lack of planning, coordination, and cooperation within the organization or within the board.
5. To be assigned jobs that are worthwhile and challenging with freedom to use existing skills or develop new ones.
6. To be able to decline an assignment if it is felt that the match of skills and interests is not appropriate.
7. To have successful job experiences that provides opportunities for personal growth.
8. To be trusted with confidential information that will help the board member complete assignments and responsibilities.
9. To know whether the volunteer work is effective and what results have been obtained; access to an evaluation process that will measure that performance based upon measurable, impartial standards.
10. To be recognized at appropriate times for one's work and involvement as a board member.



As a board member, I have certain expectations about my involvement with this board. These expectations include both what I want to give and what I want to get back in return.

What I expect from the Board

I want to serve on this board because: _____

The things I expect to enjoy the most about being on this board: _____

The things I expect to enjoy the least: _____

There are certain personal or professional goals that my involvement in this group can help satisfy. The areas where I want to grow: _____

I expect the following from this organization:

Clearly defined roles and responsibilities for board and staff members, including clear lines of authority.

- Orientation and training necessary to enhance my effectiveness as a board member.
- Materials provided in advance of meetings where decisions or deliberation will occur.
- Timely and accurate financial reporting.
- Appropriate use of committees to assure efficient use of board and staff time.

I also recognize that this board has certain expectations of its members. It is as important for the board to get what it needs from me as it is for me to get what I need from the board.

What the Board expects from me

As a board (or committee) member, I believe that I bring the following strengths, skills, and knowledge to this organization: _____

I am willing to serve this organization in the following areas: _____



I accept responsibility for ALL of the following:

Time Commitment:

- Attend board orientation and training sessions
- Attend board meetings, committee meetings and membership meetings
- Complete assignments and prepare for meetings

Participation:

- Participate in board fundraising activities and make a financial contribution to the organization to the best of my ability
- Participate in meetings and ask appropriate questions when needed
- Serve on at least one committee as a part of my board role
- Participate in the on-going tasks of the board
- Act as an advocate for the organization to the outside public

Knowledge and Preparation:

- Educate myself on the organizations purpose, history and needs
- Keep current on the outside trends affecting this organization
- Keep current on the role and responsibility of board involvement

I have read and agree to this commitment as a member of the board of directors.

Signature_____

Date_____



Responsibilities

The board as a whole has the responsibility for governing the entire organization. The board is responsible for determining agency policy in the following areas: Human Resources, Planning, Finance, Development, Community Relations, and Operations.

Board members share responsibilities in these key areas:

Leadership/Human Resources

1. Board membership, this includes recruiting and orienting new board members. training, evaluating and recognizing existing board members and providing board members with opportunities to grow and develop as leaders.
2. Selecting and supporting the Program Manager, including reviewing performance regularly and providing on-going assistance as requested by the Program Manager.
3. Personnel policies, this includes creating policy regarding grievance procedure, salaries, and benefits.
4. Volunteer involvement, which includes setting policy regarding how the organization treats, recognizes and celebrates its volunteers.

Strategic Planning

1. Set and review the organization's mission and goals on an annual basis.
2. Plan the organization's future, on a long-term and short-term basis.
3. Decide and plan which projects or programs the organization will provide.
4. Evaluate the organization's programs and operations on a regular basis.

Financial Management

1. Ensure financial accountability of the organization.
2. Oversee an ongoing process of budget development, approval, and review.
3. Manage and maintain properties and investments the organization possesses.



Resource Development

1. Ensure adequate resources to achieve the organization's mission and implement the organization's programs and projects.
2. Participate in fundraising activities based on the individual's skills and background.

Community Relations

1. Ensure that the organization's programs and services appropriately address community/constituents needs.
2. Promote the organization to the public, including serving as an emissary of the organization to the community.
3. Promote cooperative action with other organizations, including activities and occasions when the organization should take part in coalitions, joint fundraising, etc.

Operations

1. Ensure that the organization's administrative systems are adequate and appropriate.
2. Ensure that the board operations are adequate and appropriate.
3. Ensure that the organizational and legal structure is adequate and appropriate.
4. Ensure that the organization and its board members meet all applicable legal requirements.



Requirements for Board Services

1. A demonstrated an interest in the mission and goals of the organization.
2. Have a specific experience and/or knowledge in at least one area: Human Resources, Planning, Finance, Development, Community Relations, or Operations.
3. Are representative of a key aspect or segment within the community population.
4. Have a willingness to expand knowledge or board responsibilities through orientation and ongoing training.
5. Have a willingness to represent the organization to the community.
6. Six to ten hours per month, distributed approximately as follows:
 - a. 3-4 hours Board meetings (preparation and attendance)
 - b. 2-3 hours Committee meetings (preparation and attendance)
 - c. 1-3 hours Special requests
7. Have willingness to participate in board fundraising activities and make a financial contribution to the organization to the best of one's ability.



Responsibilities

Provide leadership to the volunteer board in determining that the board meets all responsibilities. Serves as chief spokesperson in all board matters and promotes agency activities aimed at achieving its goals.

Human Resources

Board Leadership – Appoints, subject to ratification of the board, standing committee chairs, and such special committees as deemed necessary to expedite the goals of the agency. The Chair directs the board in the fulfillment of its stated roles and presides in regular and special meetings of the board and its executive committee.

Leadership Development – Promotes the development of selected volunteers to assume future key leadership roles in the agency and assists current agency leadership in identifying key persons in the community who should be recruited to assist the agency.

Supervision – Supervises the Executive Director, assuring that the internal operations of the agency are conducted effectively and with maximum efficiency toward achieving its stated objectives. Supervises standing committee chairs to assure performance of their stated functions.

Planning

Oversees the planning and goal-setting process for the agency and ensures that the committees of the board and staff members work cooperatively so that the planning functions can be accomplished. Ensures that personnel evaluations take place for board and staff, as well as program evaluations.



Finance

Appoints finance committee and monitors the fiscal policy development and management of the agency.

Community Relations

Serves as official spokesperson to the public on all board matters, and ensures that the public relations efforts of the organization are clearly maintained.

Organizational Operations

The Chair ensures that board committee structure functions well and that the staff structure is appropriate for the management of the agency. Monitors legal accountability processes of the agency.

Minimal Job Requirements

1. Have a demonstrated commitment to goals and objectives of the agency.
2. Have a Record of support for the agency by representing the community and by contributing both financially and with time.
3. Have a demonstrated community leadership that will enhance the agency's image in the general community.
4. Have a record of experience as a volunteer leader with responsibility in one or more major functions of the agency.
5. Have a willingness to expand knowledge and board responsibilities and chair responsibilities through ongoing training.
6. Have a willingness and ability to represent the agency in the community.
7. Have the ability to contribute six to fifteen hours per month as leader of the organization.



Name _____

Date _____

Address _____

Telephone _____

E-mail _____

Profession/Occupation _____

Date of Birth _____

Please list current or prior board experience

Organization _____

Dates _____

Organization _____

Dates _____

Organization _____

Dates _____

Why are you interested in serving on the Board?

What skills and background do you offer as a board member?



Membership Card

Name: _____ Address: _____

City: _____ State: _____ Zip Code: _____ Phone: _____ Fax: _____

E-mail: _____@_____.

Levels: Elyria Founder (\$1000 and above) Ely Square (\$500 - \$1000) Courthouse (\$250) Pioneer (\$150) Family (\$50) Friend (\$35)



Each Board member shall keep confidential all information entrusted or known to him/her by virtue of his/her office to the extent that such information, by its very nature, is confidential or proprietary or is labeled or designated as such (including, but not by way of limitation, information relating to activities and contractual matters conducted of the purpose of raising funds required for Main Street Elyria, Inc. to conduct its tax-exempt activities).

Board members agree to sign a confidentiality agreement. The purpose of this agreement would be to make sure all discussions in Executive Sessions and/or Board meetings are kept confidential. Staff members who attend such meeting agree to sign this agreement.

I hereby agree to abide these confidentiality provisions.

Name

Signature

Date

