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HISTORIC
OXFORD
MAIN STREET

— ALABAMA —

Board Member & Volunteer Handbook

2022 - 2023

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WHY MAIN STREET MATTERS

The Main Street movement is the leading voice for preservation-based economic development and community revitalization across the country. Main Street grew out of a recognition that a community is only as strong as its core. In an era when many people had given up hope about the commercial and cultural viability of downtown, and when suburbs, shopping malls, and big box retailers were dominating the American landscape, this seems like an unlikely proposition. But, over the last four decades, the Main Street movement has proven that downtowns are the heart of our communities, and that a community is only as strong as its core. Main Street empowers communities to set their own destinies. While revitalization is challenging work, the Main Street program offers a road-map for locally-owned, locally-driven prosperity. Across the country, thousands of communities have used the Main Street Approach to transform their economies, leverage local leadership, and improve the overall quality of life.

“Downtown is important because it’s the heart and soul of any community. If you don’t have a healthy downtown, you simply don’t have a healthy town.” -Ed McMahon, Chair Emeritus for the National Main Street Center Board of Directors

PURPOSE OF THIS HANDBOOK

The purpose of this handbook is to give the board members and volunteers of Historic Main Street Oxford a guide to the roles and responsibilities expected of each board member and volunteer by the Director, Mayor, City Council, and the Citizens of Oxford.

VISION STATEMENT

Historic Downtown Oxford will become Northeast Alabama’s destination for arts, dining, entertainment, shopping, and special events.

MISSION STATEMENT

The mission of Historic Main Street Oxford is to enhance downtown vibrancy, preserve its history, empower its community of business, and foster a center of activity for residents and visitors.

ABOUT MAIN STREET OXFORD

Historic Main Street Oxford (HMSO) is an economic and community development organization that focuses on the Four Point Approach strategy of Organization, Promotion, Design, and Economic Vitality as outlined by Main Street America. The Four Point Approach makes Main Street an effective tool for a community-based, volunteer-driven, grassroots revitalization effort. HMSO was created in 2014 when Oxford became a Designated Main Street Community by Main Street Alabama.

TIMELINES & GOVERNANCE CALENDAR

<i>October</i>	Start of the fiscal year Board Meeting
<i>November</i>	Reporting Due to Main Street Alabama Board Meeting
<i>December</i>	Reporting Due to Main Street Alabama Board Meeting
<i>January</i>	Reporting Due to Main Street Alabama Board Meeting
<i>February</i>	Reporting Due to Main Street Alabama Board Meeting
<i>March</i>	Memorandum of Agreement & Payment due to Main Street Alabama Reporting Due to Main Street Alabama Board Meeting
<i>April</i>	Reporting Due to Main Street Alabama Board Meeting
<i>May</i>	Reporting Due to Main Street Alabama Board Meeting
<i>June</i>	Reporting Due to Main Street Alabama Board Meeting

<i>July</i>	Reporting Due to Main Street Alabama Board Meeting
<i>August</i>	Reporting Due to Main Street Alabama Board Meeting
<i>September</i>	Reporting Due to Main Street Alabama Board Meeting Board Member Orientation & Training End of fiscal year

ANNUAL EVENTS

Market on Main

Saturdays, April - August 2023

Food Truck Friday on Main

April - September 2023

Farm to Fork on Main

Spring 2023

Witches Ride & Walk on Main

Fall 2023

Trick or Treat on Main

Fall 2023

Main Street Rivalry 5K

Fall 2023

Christmas on Main

December 2023

BYLAWS OF HISTORIC MAIN STREET OXFORD

- I. Name, Principal Office, and Purpose
 - A. The name of this Advisory Board shall be the Historic Main Street Oxford Board (hereinafter referred to as "The Board").
 - B. The principal office shall be located in Oxford, Alabama.
 - C. The purposes for which this Historic Main Street Oxford Program is organized are to stimulate downtown business district revitalization in Oxford through Organization, Promotion, Design, and Economic Vitality.
- II. Board Operation
 - A. The Board shall be operated under the City of Oxford Municipal Government. The Board shall meet regularly at least six times a year at a time and place that the Director and Chair shall select.
 - B. The Board's daily operations shall be conducted by a Program Director.
 - C. The Board shall only engage in activities that are in the purview of Section 501(c)(3) of the Internal Revenue Code of 1954 or the City of Oxford. No part of the net earnings of the Program shall insure to the benefit of any of its members or any other individual; and the Program shall not participate in, or intervene in, any political campaign on behalf of any candidate for public office.
- III. Board Members and Operations
 - A. The Board shall meet regularly at least once a month at a time and place that the Director and Chair shall select.
 - B. The elected Board Chair and the Program Director will develop and set an agenda for each meeting.
 - C. The Board of Directors shall consist of a minimum of 5 voting members up to a maximum of 9 voting members.
 - D. The Mayor may appoint up to three (3) non-voting members to serve on the Board of Directors. The City Council may appoint one (1).
 - E. Board Members are required to attend eight (8) of the twelve (12) regularly scheduled Board Meetings.
 - F. New board members shall be elected to serve on the board with a simple majority only if there is a vacancy on the board.
 - G. Board members shall serve for a three-year term until his or her successor shall have been elected and qualified.
 - H. Board members shall serve three-year terms.
 - I. Board Members or the Director may nominate new members at the end of the fiscal year.
 - J. Any Board Member may be asked to resign at the discretion of the Members with a two-thirds majority.
- IV. Committees

- A. Standing Committees will be created that include Organization, Promotion, Design, and Economic Vitality as established and implemented by the Main Street Four Point Approach methodology recommended by the National Main Street and Main Street Alabama Organizations.
 - B. Committees shall consist of a chair and secretary.
 - C. Committees shall operate in the same manner as Board Meetings.
 - D. The meeting dates and times of each committee shall be set by the Committee chairs. The Program Director and the Board shall be notified of committee meetings.
 - E. Each committee shall record all meetings and minutes which shall be reported to the Program Director and Board Chair for the Monthly Board Meeting.
- V. Officers and Meetings
- A. Officers will be elected by a simple majority. Officers will serve a one year term and may be re-elected following a one-year lapse between terms.
 - B. Officers will include a chair, vice chair, and a secretary.
 - C. Officers will be elected at the first meeting of the new fiscal year every October.
 - D. Special meetings may be held at any time and place called by the Program Director, Board Chair, or other board members upon written petition with a simple majority of active members.
 - E. The Program Director shall be a non-voting member but present during all meetings.
 - F. At all meetings of the Board, a majority of the voting members thereof shall constitute a quorum for the transaction of business. If a quorum shall not be present at any meeting of the Board, the members present may adjourn the meeting from time to time, without notice other than an announcement at the meeting, until a quorum shall be present.
 - G. All new members of the board shall participate in an orientation program familiarizing them with the goals and objectives of the Program and with their responsibilities
 - H. Chair. The chair shall preside at all business meetings, but may at his or her discretion or at the suggestion of the members arrange for another officer to preside at other meetings. The chair shall conduct all meetings in a timely yet just manner according to the set agenda.
 - I. Vice Chair. The Vice Chair shall have such duties and responsibilities as the Chair or members from time to time.
 - J. Secretary. The Secretary shall record and maintain in good order of Minutes of all meetings. The Secretary shall email or mail all Minutes to the Program Director and Chair at least seven days prior to a Board Meeting.
- VI. Program Director
- A. The Program Director shall manage the daily operations of the Program.
 - B. The Program Director shall be responsible for coordinating and implementation of the Program's Policies and projects.

- C. The Program Director is responsible for planning, coordinating, and orchestrating all events, festivals, and functions paid for and sponsored by the Program.
- D. The Program Director is responsible for administering social media accounts linked to the Program, including but not limited to Facebook, Instagram, Twitter, etc. with input from Board Members.
- E. The Program Director shall manage all administration aspects of the Program including, but not limited to purchasing, record keeping, budget development, preparation of reports, supervising employees, interns, and professional consultants.
- F. The Program Director shall submit monthly reports to the City of Oxford, Board, and Main Street Alabama regarding the key statistics such as investment, and job and business creation.
- G. The Program Director shall attend Main Street Alabama Trainings and Conferences as specified in the Main Street Alabama Memorandum of Agreement.
- H. The Program Director shall be responsible for making all financial decisions at the discretion of the City of Oxford's Mayor and Financial Director with input from the Board.
- I. The Program Director shall receive for his or her services such compensation as may be determined by the City of Oxford.

VII. Finances

- A. All financial decisions shall be made by the Program Director under the discretion of the City of Oxford's Mayor with input from the Board.
- B. The Program's Budget will be reviewed by the board members. Approval of the budget shall be made by the Oxford City Council.
- C. The fiscal year for the Program shall run from October to September of the following year.

Revised: 3/2019, 2/2020, 8/2022, 9/2022

MAIN STREET FOUR-POINT APPROACH

A community's business district often accounts for as much as 30 percent of the district's jobs and 40 percent of its tax base. But, Main Street is more than an economic asset. It is also a community center, a place that evokes strong emotions and helps define our identity.

In recent years, many approaches to commercial district revitalization, from urban renewal to paint-up, and fix-up projects, have failed because they focused on just one or two problems rather than dealing with the full spectrum of interrelated issues that affect the district.

The National Trust Main Street Center offers a comprehensive strategy for commercial district revitalization that has been widely successful in many towns and cities throughout the country. The points described below are the keys to the success of the Main Street Four-Point Approach®:

ORGANIZATION establishes consensus and cooperation by building partnerships among the various groups with a stake in the commercial district. By getting everyone working toward the same goal, your Main Street program can provide effective, ongoing management and advocacy for your downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross-section of the community, your program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees makes up volunteer-driven revitalization programs' fundamental organizational structure. Volunteers are coordinated and supported by a paid program director. This structure provides the workload and clearly delineated responsibilities and builds consensus and cooperation among various stakeholders. Examples of work...

- Recruiting members
- Monthly newsletter
- Solicit sponsors for events
- Volunteer training & recruitment
- Budget planning

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. Advertising, retail promotions, special events, and marketing campaigns help sell the image and promise of Main Street to the community and surrounding region. Promotions communicate your commercial district's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors. Examples of work...

- Retail promotions
- Festival and event planning
- Events calendar planning
- Create and maintain a business directory

DESIGN means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors. It takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Design activities also include installing good maintenance practices in the commercial district, enhancing the district's physical appearance through rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning. Examples of work...

- Creation of a property inventory
- Educational speaking engagements
- Window display workshops
- Historic walking tours
- Creation of design standards and guidelines
- Wayfinding signage
- Facade improvement grant program

ECONOMIC VITALITY strengthens a community's existing economic assets while diversifying its economic base. This is accomplished by retaining an expanding successful business to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused property also helps boost the profitability of the district that responds to the needs of today's consumers. Examples of work...

- Business survey
- Recruitment of business supported by market analysis
- Promotion of grant and loan programs
- Business assistance workshops
- Inventory of available properties
- Promotion of the Alabama Historic Tax Credit

Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

SUB-COMMITTEES

- Organization
- Promotion
 - Christmas on Main Committee
 - Farm to Fork on Main Committee
 - Food Truck Friday on Main Committee
 - Trick or Treat on Main / Witches Ride & Walk on Main Committee
 - Market on Main Committee
- Design
 - Facade Improvement Grant Committee
- Economic Vitality

RESPONSIBILITIES OF THE BOARD

FUNDRAISING and collecting the funds needed to operate the program. This is not exclusively the program manager's responsibility.

WALKING, TALKING, and **ADVOCATING** for the local program; if not you, who?

ACCOUNTABILITY to the community for the successes of the local program and for the wise use of its human and financial resources in the commercial district's best interests.

PLANNING for the long-term and short-term... Mission, Vision, and Work Plans!

VOLUNTEER RECRUITMENT to carry out projects and activities.

RESPONSIBILITIES OF INDIVIDUAL BOARD MEMBERS

PARTICIPATE with your knowledge, time, and resources. Each board member should be willing to commit 5 - 10 hours per month

ATTEND monthly board meetings and activity assignments. Review agenda and supporting materials prior to board meetings.

UNDERSTAND the mission of the local Main Street program and actively promote its goals. You must commit this mission to memory! Be informed about the program's, services/support, and activities.

SHARE your opinions at board meetings and then support the board's decisions as they are made.

LEARN all you can at educational sessions and other opportunities related to the development and management of commercial districts. Main Street America and Main Street Alabama provide training programs and workshops often for the benefit of board members.

The board must maximize volunteer involvement in the revitalization program.

RESPONSIBILITIES OF VOLUNTEERS

PARTICIPATE with your knowledge, time, and resources. To learn more about your role and to acquire proper knowledge and skills, you are expected to be present at trainings and meetings.

COMMIT time for the work of the program. You should be present on the date and time agreed upon. Make sure to inform your coordinator if you will be late or cannot attend.

ACCEPT guidance and decisions of the volunteer coordinator.

POLICIES & PROCEDURES

Board Members and volunteers are representatives of Historic Main Street Oxford (HMSO) and the City of Oxford and are responsible for presenting a positive image to constituents and the community.

For the purpose of this section, board members are classified as volunteers.

Applications. Anyone interested in becoming a volunteer for HMSO will be asked to complete a volunteer application. The application includes basic contact information, areas of interest, and emergency contacts.

Attendance & Time. Volunteer attendance is important to the operation of each program. Volunteers should notify the coordinator if they are unable to be present on their scheduled day.

Confidentiality. Volunteers may be exposed to information which is confidential and/or privileged and proprietary in nature. It is the policy of HMSO that such information must be kept confidential both during and after volunteer service. Unauthorized disclosure of confidential information is a serious violation of this policy and will subject the person(s) who made the unauthorized disclosure to appropriate discipline, including removal/dismissal.

Conflict of Interest. No person who has a conflict of interest with any activity or program of the organization, whether personal, philosophical, or financial, shall be accepted to serve as a volunteer. Those volunteers who find themselves to be in a conflict situation should immediately report the nature of the conflict to their immediate supervisor.

Dismissal of a Volunteer. Volunteers who do not adhere to the rules and procedures of the organization or who fail to perform their volunteer assignments at a satisfactory level may be subject to dismissal. No volunteer will be terminated until the volunteer has had an opportunity to discuss the reason for possible dismissal with the director of HMSO. Possible grounds for dismissal may include, but are not limited to, the following: gross misconduct or insubordination, being under the influence of alcohol or drugs, theft of property or misuse of organization equipment or materials, abuse or mistreatment of constituents or fellow volunteers, failure to abide by organization policies and procedures, and failure to satisfactorily perform assigned duties.

Dress Code. All representatives of the organization, volunteers, like staff, are responsible for presenting a good image to clients and the community. Volunteers are to dress appropriately for the conditions and performance of their duties. Some programs may have specific dress code requirements that will need to be adhered to.

Interviews & Background Checks. Each prospective volunteer may be interviewed by the HMSO director, board member, or volunteer to determine the applicant's qualifications, available days and hours, and preferred volunteer position. Additional screening procedures may be instituted when volunteers will be placed in direct contact with constituents, responsible for financial or other valuable organizational resources. These procedures may include reference checks, criminal background checks, etc.

Minors. Volunteers must be age 13 or older. Volunteers who have not reached the age of 18 must be accompanied by a parent or legal guardian.

News Media Inquiries. Volunteers may not give information concerning HMSO or any of its programs to the news media unless specifically authorized to do so by the director. These inquiries should be referred to the director of HMSO.

Placement & Orientation. In placing a volunteer in a position, attention will be paid to the interests and capabilities of the volunteer and to the requirements of the volunteer position.

All volunteers are required to attend a general orientation on the nature and purpose of the organization.

Reimbursement of Expenses. Volunteers may be eligible for reimbursement or pre-approved, actual out-of-pocket expenses. However, no volunteer may make any purchase without consent and/or approval from the Director of HMSO.

Safety & Liability. HMSO aims to provide a safe and healthy environment for all volunteers. If a volunteer is injured in the course of the volunteer's service, it is important that the volunteer notify his or her supervisor immediately. Volunteers are responsible for using common-sense to help ensure a safe environment. HMSO is not responsible for lost or stolen personal property. HMSO will not reimburse a volunteer for any personal property which disappears from a volunteer site.

Sexual Harrassment. HMSO is committed to providing volunteers with an environment that is free from discrimination and unlawful harrassment. Sexual harrassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal, visual, written, or physical conduct of a sexual nature. Sexual harrassment may occur in a variety of forms. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, sexual orientation, or other legally protected characteristic will not be tolerated. Any volunteer who feels that they have been subjected to harassment should register a complaint with their supervisor. However, if it is their immediate supervisor who is the alleged harasser, the volunteer should register a complaint with the superior next in charge.

Tobacco Use & Drug-Free Environment. HMSO intends to provide a safe and healthy environment for everyone. Smoking (including vapes, e-cigarettes) or other uses of tobacco while performing tasks and duties is not permitted. HMSO absolutely prohibits the use, consumption, sale, and/or purchase transfer, possession, manufacture, or distribution or any controlled substance by any board member and/or volunteer while working, while on municipal property, while representing HMSO, or while at an assigned workplace. In addition, HMSO volunteers are strictly prohibited from being under the influence of alcohol or any controlled substance during working assignments.