

# **Organization and Structure of the Potomac Valley Audubon Society**

**Submitted by the PVAS  
Board Development Committee  
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**and adopted by the PVAS membership  
May 20, 2006**

## **PVAS Board Development Committee**

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# PVAS BOARD STRUCTURE AT A GLANCE

## BOARD OF DIRECTORS

-Includes PVAS's four officers (President, Vice President, Secretary, Treasurer) and nine members-at-large. Members serve staggered three-year terms and can serve no more than two terms consecutively in the same board position. Meets every other month or at the call of the President.

-Overall chapter governance and policy setting

### EXECUTIVE COMMITTEE

- Includes President, Past President, Vice President, Secretary, Treasurer
- Meets every other month or at the call of the President
- Routine chapter governance, including staff oversight
- Monitoring and coordination of committee activities
- Setting agendas for meetings of full board
- Initial point of contact for outside organizations

### EXECUTIVE DIRECTOR

#### STAFF

- Director of Children's programs
- Contract employees
- Interns
- Volunteers

### BOARD DEVELOPMENT COMMITTEE

(Note: This and all other committees except Executive Committee to include at least one Board member but also volunteers and other non-Board members. These committees to meet as needed, presumably at least monthly.)

- Board recruitment and orientation
- Definitions of board and committee responsibilities
- Ongoing board evaluation

### FUNDRAISING COMMITTEE

- Long-term fundraising plan
- Strategies to meet annual goals
- Donor and prospect database

### INTERNAL COMMUNICATIONS COMMITTEE

- All communications to members & affiliates; web page
- Efforts to promote and recognize volunteer involvement

### CONSERVATION AND ACTION COMMITTEE

- Conservation and action priority setting
- Issue monitoring
- Recommendations to Executive Committee for action

### LAND & FACILITIES MANAGEMENT COMMITTEE

- Land and facilities management plans
- Trail maintenance and development efforts; signage
- Invasive control and habitat improvement efforts

### EDUCATION COMMITTEE

- Children's education programs
- Adult programs
- Field trips
- Speaker's program for monthly meetings

### MEMBERSHIP COMMITTEE

- Membership database
- Administration and collection of dues
- Recruitment and retention efforts

### FINANCE COMMITTEE

- Annual budget and long- and short-term financial plans
- Audits
- Compliance with legal and regulatory requirements

### PUBLICITY COMMITTEE

- All external publicity efforts
- Media lists; clipping and press release files
- Strategic publicity plan

## **BOARD OF DIRECTORS**

### **Mission**

To determine PVAS's mission and set the organization's policies. To oversee all the operations of the organization and ensure that they are conducted in a proper and effective manner. To represent the organization in the community.

### **Structure and Schedule**

Shall include the organization's four officers (President, Vice President, Secretary, Treasurer) and nine members at large. Members serve staggered three-year terms, and can serve no more than two terms consecutively in the same board position. Each member shall have one vote; the President shall not vote except in the event of a tie. A quorum to conduct official business shall be more than 50 percent of the current board members. Meets every other month or at the call of the President.

### **Roles and Responsibilities**

1. Determine PVAS's mission. It is the Board's responsibility to create and periodically review a statement of mission that articulates the organization's goals, means, and primary constituents served.
2. Set PVAS's policies. One of the Board's most central responsibilities is to develop and maintain policies that are consistent with the organization's mission. Policy decisions will be considered by the Board after prior study and recommendation by the Executive Committee and other committees as needed.
3. Establish and maintain long-range planning for the chapter. This should take the form of a five-year plan that is reviewed and updated annually with inputs from the Board's committees.
4. Oversee the organization's programs and services. To ensure that PVAS's programs and services are consistent with the organization's mission and policies and responsive to changing needs and circumstances, the Board should (a) monitor their effectiveness on an on-going basis and (b) engage staff and committees in short- and long-range planning as appropriate.
5. Provide proper financial oversight. The Board must review and approve the annual budget, accept fiduciary responsibility for the chapter's actions, and insure that proper financial controls are in place.
6. Select and hire an Executive Director. The Board is responsible for defining the executive director's responsibilities and for undertaking a careful search to find the most qualified individual for the position.

7. Support the Executive Director and assess his or her performance annually. The Board must ensure that the Executive Director has the moral and professional support he or she needs to further the organization's goals.

8. Ensure adequate resources. One of the Board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission.

9. Ensure legal and ethical integrity and maintain accountability. The Board is ultimately responsible for ensuring adherence to legal standards and ethical norms.

10. Recruit and orient new Board members and assess board performance. The board has the responsibility to articulate prerequisites for candidates, orient new members, and periodically evaluate their performance.

11. Enhance the organization's public standing. The Board should articulate clearly the organization's mission, accomplishments and goals to the public in order to promote support from the community.

02-08-06

## **INDIVIDUAL BOARD MEMBERS**

### **Mission**

To promote PVAS's interests in a substantial way by participating actively in the organization's governance, and by representing the organization in the community.

### **Roles and Responsibilities**

1. Be informed about PVAS's mission, policies, programs, and issues. Keep up to date on any new developments in these areas.
2. Attend regular and special meetings of the Board (repeated absences will be grounds for dismissal from the Board).
3. Be a chair or working member of at least one PVAS committee, and attend regular and special meetings of such committees.
4. Prepare for Board and committee meetings by carefully reviewing agendas and supporting materials.
5. Be willing to take on special assignments as needed.
6. Complete all Board, committee, or special tasks within agreed-upon deadlines.
7. During Board and committee meetings, and in all interactions with the organization, conduct one's self in a professional, businesslike manner. Be courteous to others and sensitive to and tolerant of differing views.
8. Be accessible to staff and other Board members as needed.
9. Refrain from making special, individual requests of the staff.
10. Hold in confidence any information given to or discussed by the Board.
11. Be sensitive to real or potential conflicts of interest, and be prepared to recuse oneself when circumstances warrant.
12. Assist the Board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.
13. Support the work of PVAS by making a personal financial contribution to the organization.

14. Assist in the organization's fundraising efforts as needed. At all times, be watchful for potential financial and in-kind donors, and share such information with the Fundraising Committee.

15. Assist in the organization generally by being watchful for potential Board nominees and volunteers, and by sharing such information with the Board Development Committee and appropriate committee chairs.

16. Attend as many of PVAS's functions and special events as possible.

17. Help promote the organization in the community by regularly informing others about the organization's programs and policies.

### **Personal Characteristics Important for Board Membership**

1. Honesty and personal integrity.

2. The ability to work well with others individually and in a group, and to evaluate oneself; a sense of humor.

3. The ability to listen, analyze, think clearly and creatively.

4. A willingness to prepare, to participate, to undertake responsibilities, and to follow through on given tasks.

6. A willingness to develop skills not already possessed such as: cultivating and soliciting funds, cultivating any recruiting board members and other volunteers, reading and understanding financial statements.

7. A strong interest in and commitment to the mission of PVAS.

11-29-05

## **PRESIDENT**

### **Mission**

To direct the operations of the Executive Committee and Board of Directors. To provide overall leadership for the organization.

### **Roles and Responsibilities**

1. Preside over meetings of the Executive Committee, and in consultation with committee members and the executive director, develop the agendas for those meetings.
2. Preside over meetings of the Board of Directors (the President shall not vote except in the event of a tie).
3. Serve as ex officio member of all Board of Director committees
4. Preside over membership meetings.
5. Call special meetings of the Executive Committee, Board, and membership as necessary.
6. Be well-versed in the roles and responsibilities of the Board and all its committees, and make every effort to ensure that the Board and committees fulfill their roles and responsibilities efficiently, effectively, and in a timely manner.
7. Keep the Board and its committees focused on the organization's long-term goals and priorities, as well as its short-term goals and priorities.
8. Promote fairness and trust among Board members. This includes being sensitive to members' needs, offering encouragement and praise when needed, and helping to resolve disputes if necessary.
9. Act as primary spokesperson for the Chapter in the media, before governmental bodies and nongovernmental organizations, and in the community.
10. Act as the Chapter's primary liaison to the National Audubon Society
11. Serve as the *individual* point of contact for outside organizations or individuals interacting with PVAS (the Executive Committee collectively has this role within the organizational structure of PVAS).
12. Likewise serve as the individual point of contact for the Executive Director's interactions with the Executive Committee and Board.

13. Regularly discuss with the Executive Director upcoming grant and fundraising opportunities that have significant budgetary and/or public relations implications, and keep the Executive Committee informed about all such matters in a timely manner so the Committee can determine whether any of these matters warrant further review and discussion by the Committee or, if necessary, by the full Board.

10-10-07

## **VICE PRESIDENT**

### **Mission**

To assist the President in directing the operations of the Executive Committee and Board of Directors. To stand in for the President when necessary. To participate actively in the leadership of the chapter.

### **Roles and Responsibilities**

1. Serve on the Executive Committee.
2. Chair the Finance Committee.
3. Understand the President's roles and responsibilities and be prepared to perform these functions in the President's absence.
4. Serve as parliamentarian, guiding the conduct of all the organization's meetings.
5. Assist the President in any way designated, and carry out special assignments as requested by the President.
6. Serve as ex officio member of any standing committee or stated committees, if appointed by the President or the Board.

11-29-05

## **SECRETARY**

### **Mission**

To maintain the chapter's records in a professional manner. To participate actively in the leadership of the chapter.

### **Roles and Responsibilities**

1. Serve on the Executive Committee.
2. In the absence of both the President and Vice President, call meetings to order and preside until a president pro tem is elected.
3. Record minutes of all Executive Committee and Board meetings and distribute minutes to members of those panels prior to their next meeting.
4. Be responsible for custody, order, and access to all records of the chapter.
5. Provide the Executive Committee and Board of Directors members with notices of upcoming meetings.
6. Prepare and provide to the PVAS President for signature all appropriate reports to the National Audubon Society, including the annual reports. Submit these reports to the National Audubon Society.

01-20-06

## **TREASURER**

### **Mission**

To serve as the organization's chief financial officer. To keep accounts and disperse funds in accordance with chapter policy and current regulations. To participate actively in the leadership of the chapter.

### **Roles and Responsibilities**

1. Serve on the Executive Committee and, in that capacity, take the lead in managing all chapter matters relating to insurance, workman's compensation, and tax-exempt status.
2. Serve on the Finance Committee and, in that capacity, take the lead in developing and overseeing the organization's annual budget and short- and long-range financial plans.
3. Take primary responsibility for ensuring that the Finance Committee makes the Executive Committee aware in a timely manner of any new legal or regulatory developments related to financial responsibility, liability, etc., of the chapter.
4. Maintain the financial records of the chapter in a manner consistent with generally recognized practices of bookkeeping and accounting for a nonprofit organization.
5. Working with the Executive Director, ensure that all state and national tax forms, certified financial statements, and audits are filed correctly with the appropriate authorities in a timely manner.
6. Working with the Executive Director, ensure that all contractual obligations are being fulfilled.
7. Be responsible for the collection and depositing of all chapter funds.
8. Disburse chapter funds as directed by the Board, either through approval of a specific expenditure or through approval of criteria for expenditures.
9. Produce and present to the board monthly financial reports and special reports as needed. Maintain accurate books that are available for Board scrutiny at any time.
10. Be responsible for the production of an annual financial report for the Board laying out assets and liabilities, as well as monies taken in during the year and disbursements made.
11. Work cooperatively with auditor whenever an audit is done and participate in—or cooperate with, as circumstances require—investigation of any financial or budgetary discrepancies.

02-05-06

## **EXECUTIVE COMMITTEE**

### **Mission**

To oversee and coordinate the day-to-day business of the organization; to ensure that this business is conducted in a manner consistent with established chapter policies.

### **Structure and Schedule**

Includes President, Past President, Vice President, Secretary, and Treasurer. PVAS's Publicity and Internal Communications Committee chairs may attend as non-voting members for informational purposes. Meets every other month or at the call of the President.

### **Roles and responsibilities**

1. Supervise the activities of PVAS staff, and serve as the initial point for staff contact with the full Board of Directors.
2. Make and execute all decisions concerning routine chapter personnel matters (i.e., matters that can be dealt with comfortably through established chapter policies and that do not raise serious new issues that should require the attention of the full Board). Keep the full Board informed about these decisions.
3. In consultation with committee chairs as needed, make and execute all decisions concerning all other kinds of routine chapter administrative matters, including insurance, tax, and legal matters. Keep the full Board informed about these decisions.
- 4 Review and approve the submission of bids, quotes, and other request for funding submitted on behalf of PVAS.
5. Promptly bring to the full Board any matters that cannot be dealt with comfortably through established chapter policies and/or that raise serious new issues.
6. Serve as the initial point of contact for outside organizations or individuals communicating with PVAS. As needed, refer requests or proposals to committee chairs and/or staff for further study and recommendation.
7. Appoint committee chairs and make committee assignments, in consultation with the full Board as necessary.
8. Monitor the activities of committee chairs. As needed, help the chairs to resolve any committee issues that may arise, and/or help them to decide when such issues should be brought to the attention of the full Board.

9. Oversee the chapter's relationships with the United Way of the Eastern Panhandle and the Combined Federal Campaign. This responsibility includes:

--ensuring that PVAS is represented at United Way and CFC functions and events

--ensuring that the chapter's additional obligations to United Way and CFC are fulfilled according to the chapter's individual contracts with each organization (such as ensuring that the United Way logo is included on chapter promotional materials).

10. Set agendas for regular, bimonthly meetings of the full Board.

11. Communicate and coordinate with the full Board by email or telephone as necessary between the Board's regular, bimonthly meetings.

12. Keep the Publicity and Internal Communications committees informed of any actions or activities that warrant their attention.

13. Maintain orderly records of important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

01-04-07

## **BOARD DEVELOPMENT COMMITTEE**

### **Mission**

To ensure that the composition of PVAS's Board of Directors is reflective of the needs of the organization and that Board members remain engaged and productive.

### **Roles and Responsibilities**

1. Develop and maintain Board recruitment and orientation materials, such as:
  - A recruitment packet that includes information about the history of the organization, its programs and services, the way the Board is organized, the expertise and interests of current Board members and staff, lists of major funding sources and major contributors (of goods and services as well as cash), and an outline of the budget.
  - Job/role descriptions for each board position/committee
  - A Board member orientation manual or handbook
2. Maintain information on the expertise and interests of Board members; periodically assess whether the current board collectively has the mix of skills necessary to support the organization's mission and strategic plan.
3. Against this background, research sources of prospective Board members and maintain a list of possible candidates.
4. Wherever possible, anticipate vacancies on the Board well in advance of those vacancies, so that the search for replacements can be conducted in an ordered, considered way.
5. Receive, process, and evaluate applications from prospective Board members and interview prospective Board members.
6. Propose candidates to the full Board of Directors.
7. Conduct new Board member orientation.
8. Monitor Board member participation, and reevaluate the contributions of current board members up for renewal.
9. Ensure that the organization is in compliance with its constitution and bylaws as they relate to Board composition.
10. Assume responsibility for maintaining the organization's bylaws, and for proposing updates to the bylaws as needed.

11. Ensure that all Board members are aware of new legal and regulatory developments related to Board governance such as new fiduciary responsibilities, liability concerns, etc.

12. Make recommendations to the full Board concerning the adoption of a policy that would require all Board members to make a substantial personal contribution to the organization or raise a like sum by securing contributions from others.

13. Prepare budget estimates for the ongoing and special operations of the committee and submit them to the Finance Committee in a timely manner. Keep the Finance Committee informed about long-term, as well as short-term, future financial needs. Monitor and oversee the committee's expenditures.

14. Maintain orderly records of important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

09-11-05

## **CONSERVATION AND ACTION COMMITTEE**

### **Mission**

To plan and coordinate PVAS activities related to natural resources conservation and environmental protection; to ensure that these activities are appropriate to the chapter's mission.

### **Roles and Responsibilities**

1. Recommend to the full Board of Directors priority issues in the areas of natural resources conservation and environmental protection, and the chapter's positions on these issues. Regularly review these priority issues and positions, and recommend refinements and revisions as necessary.

2. Monitor and analyze local, state, and national developments related to the chapter's priority issues, and plan and coordinate chapter responses to specific developments in accordance with chapter policy. Responses may include one or more of the following actions:

--chapter letters to and/or meetings with officials

--chapter testimony at official meetings

--chapter representation at community meetings

--letters to the editor and other public statements by the chapter

--close cooperation and/or partnerships with other organizations that have similar objectives.

--encouraging grass-roots action by chapter members.

3. Keep the Internal Communications Committee informed in a timely fashion about chapter actions on priority issues, so that it in turn can inform the membership and affiliates. Most often this responsibility will be fulfilled by preparing articles for the chapter's monthly newsletter. But on occasion the crafting of special calls to action may be required.

4. Keep the Publicity Committee informed about these matters in the same way, so it can inform the public whenever it seems advisable to do so.

5. Work with the Publicity Committee to ensure that all information about these matters on the chapter website is current and correct and updated regularly in a timely fashion.

6. Assist the President and any other chapter spokespersons in preparing to speak with the media or officials about priority issues.

7. When effective and appropriate, partner with the Education Committee to promote and disseminate information about priority issues.
8. Monitor the National Audubon Society's positions on priority issues to avoid conflicts wherever possible.
9. Assess PVAS involvement in local conservation projects and prepare a proposed plan of action for the Board. Oversee any activities approved by the Board.
10. Prepare budget estimates for the ongoing and special operations of the committee and submit them to the Finance Committee in a timely manner. Keep the Finance Committee informed about long-term, as well as short-term, future financial needs. Monitor and oversee the committee's expenditures.
11. Maintain orderly records of important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

09-11-05

## **EDUCATION COMMITTEE**

### **Mission**

To guide the development and implementation of PVAS's youth and adult education programs; to ensure that these programs are appropriate to the chapter's mission and responsive to community and environmental needs.

### **Roles and responsibilities**

#### Overall

1. Develop and propose to the full Board of Directors a long-range plan encompassing all of the chapter's education-related programs.
2. Keep the Internal Communication Committee informed in a timely fashion about chapter education-program activities, so that it in turn can inform the membership and affiliates.
3. Keep the Publicity Committee informed about these matters in the same way, so it can inform the public whenever it seems advisable to do so.
4. Work with the Publicity Committee to ensure that all information about these matters on the chapter website is current and correct and updated regularly in a timely fashion.

#### Youth Programs

1. Manage the chapter's existing youth education programs, and reevaluate them regularly. Reevaluations should take into account not only program efficiency and cost-effectiveness but also responsiveness to any changes in community and environmental needs.
2. As appropriate, design and propose to the board new youth education programs that reflect new approaches to changed needs; oversee the development of any such programs that are approved.
3. To better evaluate community needs, in particular, the committee members should include staff or volunteers of partner organizations. The committee should also regularly seek the advice of area organizations that are closely attuned to those needs, such as scouting organizations, 4-H Clubs, Boys and Girls Clubs, and camps.
4. Recruit, screen, and train interns and volunteers from the community (Shepherd, Preserve Partners, Volunteer Center) to help with the chapter's different youth education programs.
5. Manage the camp scholarship program. Specific committee responsibilities here include reviewing appropriate camps, compiling scholarship applications, reviewing applications,

choosing recipients, communicating expectation of presentations at annual meeting, and coordinating those presentations with recipients.

### Adult Programs

1. Manage the chapter's field trip program. Specific responsibilities include selecting sites to be visited, and coordinating all logistics for the trips.
2. Manage the chapter's Field School workshops. Specific workshops might include Birding 101/201, Wildflowers, Beginning Botany, Nature Photography, Mushrooms, Wild Edibles, and Watercolors. Find and coordinate with instructors willing to provide workshops, and communicate and coordinate with NCTC or other sites on workshop schedules and logistics. Work with instructors to compile registration information.
3. Manage all special programs and events that relate to the chapter's education mission, such as one-time or periodic functions intended to promote greater public awareness of the Yankauer Nature Preserve.
4. Manage the speakers' program for the chapter's monthly meetings. Select topics and presenters and arrange for any necessary travel or lodging requirements, presentation equipment, and room arrangements.

### General

1. Prepare budget estimates for the ongoing and special operations of the committee and submit them to the Finance Committee in a timely manner. Keep the Finance Committee informed about long-term, as well as short-term, future financial needs. Monitor and oversee the committee's expenditures.
2. Maintain orderly records of important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

09-11-05

## **FINANCE COMMITTEE**

### **Mission**

To ensure that the chapter's yearly budgets and long term financial plans are developed and implemented on timely basis and in a professional manner, and that all of the chapter's financial matters are handled in ways that are consistent with all applicable laws and regulations.

### **Structure and Schedule**

Includes Vice President (as chair), Treasurer, and three other individuals appointed by the President. Meets at the end of the third quarter, at the end of the fiscal year, and other times as needed.

### **Roles and Responsibilities**

1. Develop the chapter's annual budget document, present it to the Board of Directors for final approval, and oversee its implementation.

--As part of the budget development process, assist the committee chairs in developing their own budget requests.

--As part of the oversight process, at the end of the fiscal year reconcile the budget with the year's actual income and expenditures, and report this information to the board along with any recommendations.

2. Develop short- and long-range financial plans for the organization and oversee the implementation of these plans.

3. Establish standard business practices for the administration of organization accounts maintained by the Treasurer.

4. Monitor all expenditures.

5. Receive and review any expenditure requests that exceed the level of spending that the Treasurer can decide, and recommend approval or denial of such requests to the Executive Committee.

6. Arrange for and oversee account audits as needed.

7. Promptly bring to the Executive Committee any financial matters of concern.

8. Ensure that PVAS is in compliance with all applicable laws, regulations, etc., that apply to the financial management of the chapter.

9. Ensure that the Executive Committee is aware of any new legal or regulatory developments related to financial responsibility, liability, etc., of the chapter.

10. Consult with the Executive Committee as necessary between regular meetings.

11. Maintain orderly records of important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

9-11-05

## **FUNDRAISING COMMITTEE**

### **Mission**

To strengthen the chapter financially by maximizing opportunities for fundraising among both members and outside sources.

### **Roles and responsibilities**

1. Design and manage all chapter activities related to fundraising.
2. Develop and, with the consent of the Board of Directors, implement a comprehensive, long-term fundraising plan that is congruent with the chapter's long-term organizational plan. The fundraising plan should include the following:
  - A systematic review of all current fundraising events and activities, and recommendations for changes and improvements.
  - Proposals for increasing the number of major donors and boosting planned giving, including research, identification, solicitation, and cultivation of prospective donors through events and other activities.
  - Proposals for increasing the donation amounts given by current individual donors.
  - Proposals for increasing corporate and foundation sponsorships and donations.
  - Proposals for effective use of direct mail and Internet donor programs.
  - Proposals for a capital campaign to build a nature center at the Yankauer Nature Preserve.
  - A grant proposal system for the solicitation of grants from all grantmaking entities, both public and private.
3. On a yearly basis, develop and implement strategies to meet annual funding goals, in accordance with the long-term fundraising plan.
4. Develop all written materials for fundraising solicitations.
5. Develop, implement, and maintain a manual of protocols for fundraising, including operational guides.
6. Maintain donor and prospect database, ensuring accuracy and confidentiality of the data.

7. Work with the Publicity Committee to ensure that all fundraising information on the chapter website is current, correct, and updated regularly in a timely fashion.
8. Recruit and train volunteers with an interest and talent in the various methods of fundraising, so as to create a pool of future committee members.
9. Assist with the preparation of the chapter's annual budgets and income projections; regularly review the chapter's revenue and expenses and track progress to fundraising goals; regularly update the Board on progress.
10. Initiate and oversee the chapter's annual funding applications to the United Way of the Eastern Panhandle and the Combined Federal Campaign.
11. Prepare estimates of the committee's budget and monitor and oversee the committee's expenditures.
12. Maintain orderly records of important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

09-11-05

## **INTERNAL COMMUNICATIONS COMMITTEE**

### **Mission**

To promote the goals of PVAS by keeping members and affiliates informed about the chapter's activities and actions, the activities and actions of other related organizations, and any issues of common interest.

### **Roles and Responsibilities**

1. Propose to the full Board of Directors a strategic internal communications plan for the chapter. With the Board's approval, execute this plan and regularly refine and evolve it as circumstances warrant.

2. Coordinate closely with the Executive Committee, the Publicity Committee, and other PVAS committees as needed. Prepare and distribute information on a timely basis to members and affiliates through a variety of formats and media. This responsibility may include regular and incidental communications such as:

- e-mail bulletins (Heads Up)
- legislative alerts
- monthly newsletter
- periodic special event notices
- others as needed.

3. Manage the design and editorial content of the chapter website; ensure that all information contained therein is current and correct and updated regularly in a timely fashion.

4. Establish a schedule for all regular and planned special internal communications; to be coordinated with other appropriate parts of PVAS.

5. Establish and maintain styles and standards for all internal communications.

6. Promote and recognize volunteer involvement in PVAS through the following:

- newsletters and other communications targeted to volunteers
- social events (volunteer dinners, picnics, etc.)
- awards (trophies, plaques, certificates, letters of commendation, etc.).

7. Prepare budget estimates for the ongoing and special operations of the committee and submit them to the Finance Committee in a timely manner. This responsibility includes:

- regular analysis of costs of preparation, printing (or other media), and distribution of all communications;

--projection of future costs of recurring and planned special communications and other costs;

--periodic solicitation of printers and suppliers for best available cost effectiveness;

--others as needed.

8. Keep the Finance Committee informed about long-term, as well as short-term, future financial needs. Monitor and oversee the committee's expenditures.

9. Maintain orderly records of important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

04-10-06

## **LAND AND FACILITIES MANAGEMENT COMMITTEE**

### **Mission**

To provide an organizational framework that efficiently serves environmental education programs at the Yankauer Nature Preserve and implements a plan of programmatic support for any future PVAS land and facility development.

### **Roles and Responsibilities**

1. Develop and implement a comprehensive land management plan for Yankauer Nature Preserve and future properties managed or owned, by PVAS. The plan must be approved by the PVAS Board of Directors and any partner agency (i.e. The Nature Conservancy in West Virginia), and it should include:

- a site plan (future nature center location, bathrooms, etc.)
- identification and location of sensitive habitat sites
- habitat improvement goals for priority species/habitat
- approved invasive control measures.

2. Maintain current trail patterns and provide leadership for future trail and wayside development and improvements, including an accessible trail by:

- utilizing a volunteer network of "Trail Keepers" with adopted segments assigned to individuals and families
- requiring orientation/training sessions that include a safety and environmental focus
- relocating trails as safety and environmental impacts become apparent
- organizing periodic work days as larger maintenance/improvement projects are identified
- assisting with grant-funded obligations associated with project completion to include, but not limited to volunteer time sheets, in-kind services, etc.

3. Implement a system of interpretive and directional signage throughout Yankauer Nature Preserve designed to offer every visitor a positive experience by:

- installing and maintaining functional informational signage near the entrance ways regarding trail length, difficulty, and terrain as well as maintaining directional signage throughout the trail system

--designing and maintaining a series of interpretative signs to help visitors develop a better understanding of the "Yankauer experience."

4. Establish cooperative community initiatives to control the impact of invasive plant species by:

--encouraging research efforts of local university students, advanced degree candidates, and other scientists such as university faculty and environmental studies students

--reviewing research proposals and, if appropriate, approving research methods and subject-matter in consultation with conservation professionals and land owners (e.g. The Nature Conservancy in WV).

--creating a volunteer group called "Weed Warriors" to assist with control of invasive plants using scientifically sound and safe methods.

5. Maintain all facilities and service areas to include parking lots, fencing, pavilion, kiosk, etc; design and propose new structures to the Board as needed to support programmatic services. Ensure that all such projects comply with all governmental regulations.

6. Coordinate the United Way's annual Day of Caring projects and volunteers.

7. Keep the Internal Communications Committee informed in a timely fashion about chapter education program activities, so that it in turn can inform the membership and affiliates.

8. Keep the Publicity Committee informed about these matters in the same way, so it can inform the public whenever it seems advisable to do so.

9. Work with the Publicity Committee to ensure that all information about these matters on the chapter website is current and correct and updated in a timely fashion.

10. Prepare budget estimates for the ongoing and special operations of the committee and submit them to the Finance Committee in a timely manner. Keep the Finance Committee informed about long-term, as well as short-term, future financial needs. Monitor and oversee the committee's expenditures.

11. Provide information on long-range capital improvement needs to the PVAS Fundraising Committee for appropriate advanced planning.

12. Maintain orderly records of all important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

09-27-05

## **MEMBERSHIP COMMITTEE**

### **Mission**

To promote and increase membership in the Audubon Society (at both the national and chapter level) for the purpose of engaging like-minded individuals in the goals and mission of PVAS. To promote the overall goals and mission of PVAS through maintenance of accurate and relevant member and affiliate data. To contribute to the financial well-being of PVAS through the administration and collection of dues.

### **Roles and Responsibilities**

1. Create, enter, and maintain data on members and affiliates in a manner that facilitates (a) communication with either or both sets of individuals and (b) dues-collection efforts among chapter members. Take all appropriate steps to ensure that these data are as accurate as possible.

This responsibility should include receiving any and all updates and annual membership rosters from the National Audubon Society and ensuring the accuracy of this information.

--Members may be National Audubon members or PVAS chapter members.

--Affiliates may be non-member volunteers, active supporters, representatives of National Audubon and chapters, elected representatives, representatives of corporate and public entities, and others as may be deemed appropriate by the committee.

2. Manage the chapter's membership dues payment and renewal process:

--track chapter membership renewal schedules and send advance notices to members whose memberships are about to expire

--receive and record all dues payments from new members and renewals, and deposit or arrange for deposit of these payments.

3. Regularly review PVAS membership rolls for expired national members, so that these entries can be purged.

4. Develop and distribute membership recruitment materials, such as brochures and newsletter inserts.

5. Develop and distribute informational materials for new members; these materials should be designed to welcome these members into the chapter and explain the chapter's organization and activities.

6. Regularly encourage members of the Board of Directors and other chapter leaders to be actively engaged in membership recruitment efforts.

7. Coordinate activities with the Internal Communications Committee and other parts of PVAS as needed. Specific tasks may include:

- generating mailing labels for the newsletter
- generating mailing labels or data exports for special needs such as fundraisers
- querying the database to provide information on request
- promoting an involved and active membership
- others as needed.

8. Prepare budget estimates for the ongoing and special operations of the committee and submit them to the Finance Committee in a timely manner. Specific steps to be taken include:

- regular analysis of costs for computer supplies, mailing materials, and postage
- projection of future costs of recurring operations and needed computer updates and upgrades
- providing input for projected costs of planned special operations as needed
- others as needed.

9. Keep the Finance Committee informed about long-term as well as short-term, future financial needs. Monitor and oversee the committee's expenditures.

10. Maintain orderly records of important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

09-27-05

## **PUBLICITY COMMITTEE**

### **Mission**

To enhance PVAS's visibility and standing in the community by informing the general public in a timely manner about the chapter's activities and actions. Thereby, to assist the chapter in achieving various aims, from fundraising to membership recruitment to promotion of conservation and environmental goals.

### **Roles and Responsibilities**

1. Propose to the full Board of Directors a strategic publicity plan for the chapter. With the Board's approval, execute this plan and regularly refine and evolve it as circumstances warrant.
2. Coordinate all of the chapter's external publicity efforts, including the following:
  - developing and disseminating news releases, photographs, media advisories, letters to the editor, etc.
  - promoting and arranging news media interviews
  - responding to news media inquiries
3. Keep in close touch with the other PVAS committees that generate activities and actions, to stay well informed about possible publicity opportunities. Committees in this category include the Executive, Education, Fundraising, and Conservation and Action committees. As much as is possible, maintain a calendar that maps out future publicity opportunities well in advance, to facilitate planning and coordination. Ongoing activities and actions that typically warrant publicity include the following:
  - monthly chapter meetings that feature an outside speaker
  - all chapter field trips
  - summer camp scholarship offerings and summer camp activities
  - special Yankauer events intended to draw people to the preserve
  - fundraising events.
4. Maintain a close working relationship with the Internal Communications Committee, to coordinate efforts with it and minimize duplication of efforts. Also coordinate efforts with other parts of PVAS as needed.
5. Maintain an accurate, up-to-date list of all area news outlets, with detailed contact information for each entry. This list should include not only traditional outlets like weekly and daily newspapers and radio and television stations, but also new-media outlets like web sites, listserves, and online calendars. Also maintain a list of venues for displaying posters and literature.

6. Make a special effort to learn the styles and preferences of key individuals at area news outlets, and where ever possible cultivate good personal relationships with them.
7. Establish and maintain styles and standards for all external communications.
8. Utilizing all of the knowledge and resources listed above, evaluate every publicity opportunity individually and plan and implement a specific publicity strategy for each one.
9. Monitor chapter news coverage and maintain a file of all clippings and transcripts. Also maintain a file of all chapter news releases. These files should be regarded as an important chapter archive, and treated accordingly.
10. Prepare budget estimates for the ongoing and special operations of the committee and submit them to the Finance Committee in a timely manner. Keep the Finance Committee informed about long-term, as well as short-term, future financial needs. Monitor and oversee the committee's expenditures. Since most publicity information is now transmitted by e-mail, the committee's expenditures should be negligible.
11. Maintain orderly records of important committee activities. Duplicate all important documents and give copies to PVAS Secretary for official custody.

04-10-06

## **PVAS STAFF ORGANIZATION**

### **Overview**

Regular and occasional staff of PVAS shall be an operating arm of the organization responsible for implementation of programs and activities adopted and approved by the Board of Directors. In addition to regular duties and special assignments, a director and/or regular staff members may serve as liaison and/or members of committees for development of goals, programs, and plans.

### **Organization and Reporting**

PVAS staff shall adopt a direct reporting structure. Upon approval and direction of the Board, organizational structure may be modified or changed entirely to provide best practices necessary to meet the goals and circumstances of PVAS at the time.

An Executive Director is established to provide an interface between the PVAS staff and Board, including its committees. The day-to-day operational relationship shall be between the Executive Director and the Executive Committee. The Executive Director shall report to the President or another designated officer on the Executive Committee.

The Executive Director, regular staff members, and occasional staff as appropriate shall serve as liaison or committee members on standing and ad hoc committees and participate with the committees as needed. The line of command for staff shall be through the Executive Director to the Executive Committee.

Such regular and occasional staff positions as may be required to fulfill responsibilities and duties approved by the board shall report to the Executive Director for supervision and oversight. Staff and staff responsibilities shall be specifically approved and authorized by the Board.

### **Roles and Responsibilities**

1. Compensation, levels of authority, and description of duties and responsibilities of staff shall be established and approved by the Board.
2. The Executive Director shall oversee and direct staff operations and carry out any other duties deemed necessary and appropriate by the Board and the Executive Committee.
3. The Executive Director shall have authority to approve operational expenditures for the staff at levels to be established by the Board.
4. Staff at all levels shall participate in development of operating plans and budgets as appropriate.

01-20-06

## **EXECUTIVE DIRECTOR**

### **Mission:**

To manage PVAS's administrative and programmatic operations properly and effectively. To implement the policies and plans set by the Board of Directors.

### **Organization and Reporting**

The Executive Director is responsible to the Board of Directors, and serves as the interface between the PVAS staff and the Board, including its committees.

The day-to-day operational relationship shall be between the Executive Director and the Executive Committee, with the Executive Director reporting to the President or another designated officer on the Executive Committee.

At the discretion of the Board, the Executive Director shall serve as liaison to or nonvoting member of all standing and ad hoc PVAS committees and participate on the committees as needed.

### **Roles and Responsibilities**

#### **General**

Direct the day-to-day operations of PVAS, in consultation with the President and Executive Committee.

Monitor and evaluate all facets of PVAS's operations and provide information, advice, and counsel to the President, Executive Committee, and Board of Directors concerning the organization's activities. Make sure that any pressing problems or recommendations for needed refinements or changes in procedures, programs, or policies are brought forward as quickly as possible to the appropriate supervisory level.

Advise and assist the President, Executive Committee, and Board of Directors in their regular long-range planning activities.

Supervise and oversee the PVAS staff. Specific responsibilities include interviewing; making recommendations for creating new positions or redefining existing positions; making hiring recommendations; making recommendations for promotion and termination; training new employees; assigning and directing work; appraising performance; addressing complaints and helping to resolve problems. (Staff positions and responsibilities shall be specifically approved and authorized by the Board. Compensation, levels of authority, and description of duties and responsibilities of staff shall be also established and approved by the Board.)

Maintain familiarity with the organization's equipment, assume responsibility for maintenance and routine replacement, and make recommendations to the Executive Committee regarding major replacements and new purchases.

Maintain a working familiarity with PVAS programming and activities for members and the general public by occasionally conducting nature walks, presenting lectures and programs, and answering questions from program participants.

Advise and assist the Treasurer in ensuring that all state and national tax forms, certified financial statements, and audits are filed correctly with the appropriate authorities in a timely manner, and that all contractual obligations are being fulfilled. Also advise and assist the Treasurer in managing all chapter matters relating to insurance, workman's compensation, and tax-exempt status. (The Treasurer has ultimate responsibility for these various actions).

#### Budget and financial management

Advise and assist the Treasurer and Finance Committee in developing PVAS's annual operating budget and short- and long-range financial plans.

Direct the operations of the organization within the constraints of the annual budget approved by the Board.

Approve operational expenditures up to levels established by the Board; bring expenditures that exceed those levels to the Executive Committee for approval.

#### Land and facilities management

Advise and assist the Land and Facilities Management Committee in its land-management planning activities and supervise the day-to-day maintenance and management of the Yankauer Nature Preserve and any future properties managed or owned by PVAS.

#### Program management

Determine the schedule for special events at the Yankauer Nature Preserve; establish budgets for these events, and supervise the staging of them.

Supervise the Education Director in working with PVAS's school education program. Specific responsibilities include providing general guidelines for lesson and exhibit content and administrative handling of the program, and overseeing the design and execution of contracts with schools.

Supervise PVAS programming and activities for members and the general public in accordance with the vision, mission, and operating requirements of PVAS.

## Fundraising and membership development

Supervise PVAS merchandizing and sales activities.

Advise and assist the Fundraising Committee and Board of Directors in developing strategies for annual appeals, planned giving programs, and major capital campaigns. Working with the Fundraising Committee on an as-needed basis, help coordinate staffing and organization fundraising events and activities.

Advise and assist the Fundraising Committee in preparing grant proposals for capital, operational, and program funds.

Regularly discuss with the President upcoming grant and fundraising opportunities that have significant budgetary and/or public relations implications.

Advise and assist the Membership Committee in membership development activities.

## Internal and external communications

Advise and assist the Internal Communications Committee in producing the organization's monthly newsletter and other publications such as brochures.

Advise and assist the Publicity Committee in developing media plans and news releases promoting the chapter and its activities, and in providing background information and interviews to area reporters, editors and news directors.

In coordination with the President, represent PVAS in the community and before governmental agencies.

Under the direction of the President, and to the extent deemed appropriate by the President and Board, serve as a PVAS spokesperson in the media.

In coordination with the President, supervise the preparation, publication, and distribution of the chapter's Annual Report.

## **Basic qualifications for the position**

The Executive Director should have experience in the operation of a nature center or similar nonprofit organization. The job requires a broad knowledge of natural science; an ability to work with volunteers; management skills; familiarity with nonprofit financial management, land management, environmental education programming and techniques, fundraising, and supervision of staff.

10-10-07

## **DIRECTOR OF CHILDREN'S PROGRAMS**

### **Mission**

To direct the children's education programs of the Potomac Valley Audubon Society. To assist the Society's Education Committee with other duties as needed.

### **Organization and Reporting**

The Director of Children's Programs is responsible to the Executive Director. The day-to-day operational relationship shall be between the Director of Children's Programs and the Executive Director. The Director of Children's Programs shall serve as liaison to or ex officio member of the Education Committee.

### **Roles and Responsibilities**

1. Assume primary responsibility for planning and implementing PVAS education programs for area schools. This will include marketing, scheduling, delivering, evaluating, and modifying programs. To facilitate this effort, develop and work with an advisory group of teachers.
2. Assume primary responsibility for planning and implementing education programs for area youth organizations. In all phases of this effort, work closely with the staffs of those organizations.
3. 2. Assume primary responsibility for planning and implementing the PVAS summer camp program.
4. Assume primary responsibility for planning and implementing teacher training opportunities.

### **General**

1. Assess community educational needs and interests through regular contacts with teachers, school administrators, community groups and other organizations. Make every effort to ensure that PVAS's educational program offerings are reflecting those needs and interests. Also seek to identify and capitalize on collaborative opportunities.
2. Make every effort to ensure quality and effectiveness of PVAS educational program content and delivery by performing evaluations and assessments on a regular basis.
3. Determine appropriate roles for education-program interns and volunteers, and supervise their recruitment, training, and activities.
4. Serve as natural history resource to staff and public.
5. Plan and implement special programs upon request.

6. Assist with PVAS special events, onsite and offsite.
7. Help identify potential fundraising and income-producing opportunities that support existing and future programs.
8. As needed, assist with marketing and public relations efforts related to programs in partnership with PVAS's Internal Communications and Publicity committees.

**Qualifications and Skills:**

1. Master's Degree or equivalent experience
2. Training and experience in teaching and working with children and adults.
3. Academic background in education, ecology, hydrology, environmental or natural sciences with experience in urban and rural environments preferred.
4. Experience with planning curricula that meet state and national standards.
5. Experience with training and modeling nature-based education for teachers in a hands-on manner.
6. Ability to work as part of a team in planning and accomplishing projects.
7. Desirable traits also include being a self-starter, being organized, and having excellent people skills. Prior experience coordinating and training volunteers and/or interns ideal.

05-01-07