

# KEEP AMERICA BEAUTIFUL NEW BOARD MEMBER TRAINING BOOK



KAB.ORG



## SPECIAL THANKS

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# Keep America Beautiful, Inc.

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Keep America Beautiful is a national community improvement organization comprised of certified state and local affiliates. Established in 1953, KAB motivates residents, businesses, and government to create cleaner, greener communities and public spaces. This is accomplished through diverse programs, volunteering, educational initiatives, innovative tools, and creative solutions.

The ideal of keeping America beautiful is a personal commitment to choices and actions that preserve natural beauty, protect the environment, prevent blight, improve public lands, and make our communities safer places to live. It starts with volunteers who are locally concerned and locally active. Their efforts combine to become part of KAB's larger, national movement. Added to this is the commitment of corporate partners who champion America's communities and environment through their financial support of our programs.

## MISSION

To engage individuals to take greater responsibility for improving their community environment

## FOCUS AREAS

- **Litter Prevention:** Defining litter, identifying the sources of litter, understanding why people litter, reducing litter by changing littering behavior, organizing clean-ups and educating communities on proper waste handling;
- **Beautification and Community Greening:** Improving the visual aspects of our communities through programs that beautify the environment, including community gardens, restoring vacant lots, highway and shoreline beautification, urban forests, native and wildflower plantings, and graffiti prevention and abatement; and
- **Waste Reduction and Recycling:** Reducing the impact of solid waste in our communities through integrated programs including source reduction, reuse, recycling, composting, and education about landfills and waste-to-energy.

## GUIDING PRINCIPLES

- **Individual Responsibility:** Improving the environment and quality of life of communities begins with personal responsibility and behavior change—individuals becoming engaged stewards of the environment.
- **Education:** Education and awareness are first steps to encouraging positive behaviors toward community improvement.
- **Partnerships:** Broad-based community alliances including public, private and civic sectors are essential to achieve sustainable community improvement
- **Volunteer Action:** Engaging volunteers to extend the reach and multiply the impact of local initiatives that change individual behavior and improve the community environment.

## **ATTITUDE CHANGE PROCESS**

For over 30 years, KAB has successfully pursued a behavioral approach to reduce littering and increase beautification and waste reduction and recycling. The five-step KAB Attitude Change System, developed through research and field-testing, was designed for KAB with Dr. Robert F. Allen of the Human Resources Institute. Dr. Allen and his team of behavioral scientists identified the need to change behavior as the only effective way to achieve lasting, sustainable improvement in community quality of life. KAB teaches this five-step attitude change process as a primary tool for the development and implementation of culture changing programs and projects.

1. Get the Facts
2. Involve the People
3. Develop a Plan
4. Focus on Results
5. Provide Positive Reinforcement

Incorporate these steps in to every program, project, and event. Behavior and attitude change is the long-term goal of every KAB affiliate. The five-step attitude change process is an invaluable tool for planning.

### **1. Get the Facts**

Research the needs for your community. Interview field professionals and interested stakeholders, conduct surveys, focus groups, literature reviews, and gather data through third-party research. Then assemble all the data to help target an approach to individual and community change. For KAB's 2009, comprehensive nationwide litter and litter prevention research go to [www.kab.org](http://www.kab.org).

### **2. Involve the People**

Identify the people who have the most influence over the identified target areas. Let them know what you would like to do. Determine how it can match their interests, and capitalize on that to develop the program. Let them involve people they know or with whom they work. The volunteer network will spread. Delegation is the key.

### **3. Develop a Plan**

Once the leadership and other key individuals agree, develop a plan of action. The plan should address the who, what, where, when and why. Identify applicable tools, contacts, and resources, including those provided by KAB.

### **4. Focus on Results**

The goal is to achieve measurable community improvement results. Focus on results that show a change in behavior such less litter, a reduction in graffiti vandalism, increased recycling, etc. Results may also be shown through number of volunteers, trees planted, or bags of litter collected. Identify and focus on all results.

### **5. Provide Positive Reinforcement**

To motivate individuals to sustain environmental and quality-of-life changes in the community, provide regular feedback. Communicate specific and targeted results to neighborhoods, the business community, and residents. Involve the media, when appropriate, in sharing positive results more broadly. Give all volunteers and supporters of your organization appropriate recognition. People must feel positive about their efforts if they are to sustain their interest.

## UNDERSTANDING THE COMMUNITY ENVIRONMENT

The primary tools for understanding the existing community environment are those contained in the Keep America Beautiful *Community Appearance Index*. Results help set goals and to develop targeted community improvement programs. The contents of the Index include:

- **Litter Index** – The Litter Index introduced in 2000 and updated in 2010 to assess litter condition in the community.
- **Optional Indices for Illegal Signs, Graffiti, Abandoned/Junk Vehicles and Outside Storage** – These optional indices, added in 2010, allow for a visual assessment of other community indicators.
- **Focus Area Survey** – This is an information-gathering process that helps assess current community practices, ordinances and regulations, and resources and local contacts in each of KAB’s focus areas—litter prevention, beautification and community greening, and waste reduction and recycling.

Results from these data gathering tools will guide your efforts, pointing you to those areas that are a target for change. Gaining an understanding through research and observation of the existing environment helps to identify where there is a need for more or different techniques to address specific challenges.

After implementing programs, these same tools can help measure any improvement. Tools to measure reductions in litter, increases in recycling, and other outcomes before and after program implementation are a primary component of the KAB process.

## UNDERSTANDING LITTER AND LITTERING BEHAVIOR

Litter is misplaced solid waste, which can range in size from tiny bits of paper to much larger items. To eliminate litter, KAB believes we must address littering behavior—and this tactic is supported by research. According to a series of 2009, studies conducted for Keep America Beautiful:

- Litter costs the U.S. almost \$11.5 billion annually; businesses pay \$9.1 billion of that total.
- About 85% of littering is the result of individual attitudes. The individual (e.g. individual “behavior”) is the most important factor in whether littering will occur.
- Nearly one in five, or 17%, of individuals observed disposing of waste did so improperly (i.e., littered). Moreover, 81% of the littering occurred with notable intent.

### Primary Source and Locations of Litter

The 2009 series of research for KAB identified individual behavior as the primary contributor to litter. Consider these findings on roadway and non-roadway litter:

- **Roadway Litter:** There are over 51 billion pieces of litter on U.S. roadways, 4.6 billion of which are larger than four inches. Research shows that littering along roadways is generated by individual actions:
  - Motorists (52%)
  - Pedestrians (22.8%)
  - Improperly covered truck or cargo loads, including collection vehicles (16.4%)
  - Improperly secured containers, dumpsters, trash cans or residential waste or recycling bins (1.5%)

- **Non-Roadway Litter:** Off the roads and highways, litter originates from many sources, but primarily collects at the following locations—starting from where most non-roadway litter occurs to least:
  - **Transition points** – These are entrances to businesses, transportation centers, and other places where items must be discarded before entering. Confection (candy, chocolate, gum, etc.) ranks at the top (53.7%) of what is littered at transition points; this is followed by cigarette butts at 29.8%.
  - **Storm drains** - Located primarily in gutters and designed to drain excess rain from paved streets, parking lots, etc. storm drains tend to attract cigarette butts, confection, and other litter.
  - **Loading docks** - Areas behind retail and wholesale business where products are loaded/unloaded from trucks and trailers can become littered with cigarette butts, confection, and paper.
  - **Recreational Areas** - Parks, beaches, courts, and open areas where people congregate for leisure activities create opportunities for littering.
  - **Construction sites** - Active residential or commercial construction are a trap for cigarette butts, paper, and plastic.
  - **Retail** – High-traffic locations such as shopping centers, strip malls, and convenience stores can generate litter, such as packaging, cigarette butts and confection on the ground.

### **Litter Dynamics**

Litter is often carried from its points of origin by water, wind, traffic and animals until it becomes trapped by fences, walls, curbs or other barriers. Litter accumulates in gutters, outside doorways, and at bus shelters. Much of litter ends up in waterways entering through storm drains and other sources.

### **Littering Behavior**

The individual is the most important factor in whether littering will occur. 85% of littering behavior is due to individual attitudes (e.g., lack of awareness, lack of concern, or lack of motivation); 15% is affected by the environment (e.g., lack of receptacles, distance to receptacles, or the amount of litter, etc.). For cigarette litter, it is 62% individual attitudes and 38% environment. This creates a strong motivation to establish prevention strategies that specifically target motivating individuals to properly dispose of waste.

#### ▪ **The Individual**

People are the primary sources of litter, and younger individuals (under 30) more so than older. In fact, age, and not gender, is a significant predictor of littering behavior.

A second variable when it comes to individuals and littering is a personal obligation to not litter. Individuals who hold the belief that littering is wrong, and consequently feel a personal obligation not to litter, are less likely to do so.

#### ▪ **The Environment**

Research underscores the relationship between community appearance and littering behavior. One of the strongest contributors to littering is the prevalence of existing litter. Litter begets litter. Individuals are much more likely to litter into littered environments. The presence of litter in an area conveys a norm that littering is acceptable. Conversely, those living in communities where there is less visible litter are less likely to report littering in beautified environments. As a result, posting litter prevention messages or signs in already littered environments is likely to exacerbate the littering problem rather than fix it.

These research findings support the need for ongoing cleanup and beautification efforts. Where plants and infrastructure are attractive, people are less likely to report littering behavior. Proximity to trash receptacles also affects whether an individual chooses to litter.

- **Social Norms**

A norm is a pattern of behavior that is accepted, expected, and reinforced when others behave in the same manner. A norm is "the way things are done around here," and becomes an expected code of behavior.

A normative system is the state created by the general acceptance of norms. Within this system is a variety of attitudes.

Many people feel it is acceptable to litter

- Where someone cleans up,
- Where there is no sense of ownership, or
- Where litter has already begun to accumulate.

“Gatekeepers” in a community, or those who want to maintain the status quo, believe

- “It’s not my responsibility.”
- “I’m only one person, what I do won’t matter.”
- “I’ve always done it this way.”

As norms are learned behaviors, they can be changed. Understanding what norms exist better equips a community to develop ways to change the attitudes and behaviors. Create positive norms:

- Put trash in garbage receptacles
- Recycle and reuse when possible
- Cover debris for transportation
- Provide and maintain trash receptacles
- Identify and eliminate litter sources

## **PRESSURE POINTS FOR BEHAVIOR CHANGE**

Traditional approaches to litter, most particularly cleanup projects, work only to remove the litter and do little to prevent its recurrence. While research shows that cleaner communities affect littering behavior, they are a smaller part of the equation. KAB attempts to deal with the root cause of the problem—littering behavior. While cleanups may be a part of your local action plan for a cleaner community, changing the littering behaviors that generate the litter is the long-term solution.

Changing attitudes and influencing behavior are brought about most effectively using a combination of methods. Use the “pressure points” below to help develop programs that will change individual behavior and your community.

### **1. Education**

Public attitudes and behavior about community improvement including litter prevention, beautification and community greening, and waste reduction and recycling are affected by education. Education and awareness are bedrock tools of behavior change. Think broadly in your approach. Education includes more than school programs. It may also include after-school and other youth programs, training seminars, workshops, public relations programs, and media campaigns. Consider tie-ins with public education conducted through civic clubs, Chambers of Commerce, businesses, and government agencies.

## **2. Ordinances**

Every community has codes, laws or ordinances that affect quality of life. Changing public policy through codes, laws or ordinances is one way to change behaviors around quality-of-life and environmental issues. With the assistance of appropriate officials and government agency heads, research and review the applicable ordinances/codes to understand what exists and to determine where amendments and new ordinances may be need to establish community standards.

## **3. Enforcement**

Consistent and effective enforcement of existing codes, laws, and ordinances will help change behavior and reinforce the commitment to a cleaner, greener community. Work closely with local law enforcement. Officers and enforcement personnel must be informed and be supported by the community. Citizens must be educated so that they can comply with codes, ordinances, and laws. Peer pressure around a law can also be useful.

## **4. Tools and Resources**

Tools and resources for changing behavior may include such tangible things as a litter pick up tool, sanitation collection vehicles, graffiti removal equipment, litter receptacles, recycling bins, or a pocket ashtray. It also includes tools that encourage individuals to make different long-term choices. These strategies are drawn from research and theory around *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing* (Doug McKenzie-Mohr and William Smith). This approach blends knowledge from social marketing with behavior change tools.

Consider a combination of the following tools for programs that are most likely to change behavior:

- **Commitment**

Most behaviors you want to encourage, such as not littering, are personal and invisible. Asking individuals to make a public and long-lasting commitment is one way to increase visibility and change behavior. Making a voluntary commitment also helps individuals perceive themselves as already taking some action and encourages further involvement.

- **Social Diffusion**

Social diffusion, a process by which a behavior is communicated through a social network, is a powerful way to change behavior. Identify the most respected individuals in the community to model the behavior you want to change and others will follow. Social diffusion works best with people we are most likely to look up to, interact with, and respect.

- **Prompts**

Prompts are visual or auditory aids that remind us to carry out an activity we might otherwise forget. A prompt helps to trigger memory. Use prompts close in space and time around where you want the behavior to be practiced. For example, point-of-sale prompts can increase purchase of recycled-content products or a sign upon entering a store prompting customers to remember their reusable bag can send shoppers back to their cars to retrieve them.

- **Norms**

Norms guide and have a powerful impact on how we behave. If we observe others not littering, we are more likely to act similarly. If we see all of our neighbors, taking

recyclables to the curb communicates a community norm about the importance of recycling. Personal contacts are also likely to reinforce the expected and appropriate behavior.

- **Communication**

All programs that intend to change behavior long-term have a communications component. A strong litter prevention message is one that emphasizes a clean environment, beautification, and the general community norm against littering. Avoid messages that depict litter-strewn environments or images of individuals littering, as these tend to reinforce the norm that a littered environment is acceptable. For effective communications and messaging, consider the following:

- Capture attention with a vivid message/image. Show behavior and an environment that you want to reinforce rather than the opposite. For example, model a clean environment and not a littered one.
- Make your message easy to remember.
- Use a credible source to deliver the message/communication.
- Connect messages to specific benefits that result from behavior change.
- Keep the message positive. Fear-based appeals around the environment tend to make audiences feel they have little control or impact on the issue.
- Emphasize personal contact. The best medium to deliver communication is face-to-face. This is followed by TV, internet, radio, and last newspaper.

- **Incentives**

Using some type of incentive, such as a reward, coupon, or public recognition, can help to motivate a particular action. Incentives work best when they reward individuals for positive behavior.

- **Technology and Structural Changes**

New technology or equipment can make a desired behavior more convenient. For example, structural changes in ash receptacles, from combined ash and trash to ash-only, has improved appropriate disposal of cigarette butts. Changes in recycling collection containers, such as those shaped to collect only certain recyclables, like containers or paper, help guide individuals toward proper disposal. They also create less contamination of recyclables. New camera and GPS technologies are helping law enforcement reduce graffiti vandalism.

## **KAB AND YOUR COMMUNITY QUALITY OF LIFE**

Keep America Beautiful's growing and evolving network of affiliates forms a direct connection with communities to carry out our mission from coast to coast. Our national organization serves to support and nurture affiliates in their mission to improve communities and the lives of residents. Our affiliates promote individual responsibility and engage volunteers, together with local civic organizations, government officials, corporations and individuals, to address local quality of life issues. KAB continues to build on its legacy of education and collective action to sustain a better quality of life for all.

By addressing the physical aspects of the community, such as neighborhoods, playgrounds, business areas, malls and town centers, landfills and recycling facilities, medians, plazas, streets and highways and our natural spaces (public lands, waterways and shorelines, trails, greenways and state and national parks), Keep America Beautiful positively affects the built environment.

Locally, Keep America Beautiful's affiliate efforts are a cornerstone for community revitalization, conservation, and economic development. Our network of local, statewide, and international affiliates and participating organizations works with businesses, schools, neighborhood groups and local governments to tackle tough issues—graffiti, illegal dumping, highway litter, water pollution, unkempt vacant lots, urban runoff into waterways and lack of green spaces. We are credible, valued leaders in our communities who deliver local tools to create positive change in key areas affecting quality of life.

Keep America Beautiful and the network of affiliates inspire positive action, every day. Through our strong programs, partnerships and network, Keep America Beautiful finds practical ways for everyone to get involved. Improving community environments is Keep America Beautiful's mission. Collective action is the key to continuing our legacy that will keep America beautiful for generations to come.

**LOCAL AFFILIATE IMPLEMENTATION**

Submit Application for Certification



**PRE-CERTIFICATION TEAM**

Representatives from

Business

Government

Civic Groups



**ATTEND KAB PRE-CERTIFICATION TEAM TRAINING WORKSHOP**



**COMPLETE CERTIFICATION REQUIREMENTS**

Organizational Structure

KAB Litter Index and Focus Area Survey

Plan and Attend Certification Training and Ceremony



**KAB AFFILIATE ORGANIZATION**

Board

Committees/Task Forces

Staff



**BROADEN SUPPORT AND UNDERSTANDING**

Get the Facts

Involve the People

Plan Systematically

Focus on Results

Provide Positive Reinforcement



**ENGAGE THE PEOPLE IN YOUR COMMUNITY**



**RESULT: IMPROVED COMMUNITY ENVIRONMENTS**

# Board Roles and Responsibilities

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The Pre-Certification and Certification process helped to establish the groundwork for a strong and sustainable organization. An active and involved board governs the organization by ensuring effective planning. Over time, the organization becomes a trusted resource to educators, a partner to community leaders, and a support network for individuals and groups. KAB affiliates work with local schools, community groups, businesses, and government agencies to create transformative opportunities in education and community action. It is through the established organizational structure that your KAB affiliate will maximize grassroots participation, leadership, and the most cost-effective use of public and private funds.

Successful KAB affiliates have governing body that is a working board, with representation from a three-way partnership between the public (government), private (business) and civic (volunteer) sectors. This structure is key to the long-term sustainability of the organization.

## **THREE HATS OF A BOARD MEMBER**

- **Governance Hat:** Worn only when the full board meets, proper notice has been given and a quorum is present. The board is the ultimate legal authority for the organization. Governance is a full board action. The full board sets policy. An individual board member has no governance authority.
- **Implementation Hat:** Worn only when the board gives one or more board members authority to implement a board policy. Occasionally, the board delegates at least one of its members to act on its behalf--to negotiate purchase of a computer for example or to determine which firm will do the financial audit.
- **Volunteer Hat:** Worn at all other times, when board members are involved with organizational activities as volunteers. As a volunteer, a board member has no individual authority simply by virtue of his/her position. When wearing a volunteer hat, the board member is accountable to another person, whether it is the director, a task force, or a committee chairman.

## **Ten Basic Responsibilities of Nonprofit Board or Committee**

- Determine the organization's mission and purpose
- Select the Executive Director
- Support the Executive Director and review his or her performance
- Ensure effective organizational planning
- Ensure adequate resources (including individual membership, if applicable)
- Manage resources effectively
- Determine and monitor the organization's programs and services
- Enhance the organization's public image
- Ensure legal and ethical integrity and maintain accountability
- Recruit and orient new board members; assess board performance

## **Ten Basic Responsibilities of Government Board or Committee**

- Determine the organization's mission and purpose
- Direct the Executive Director
- Support the Executive Director and review his or her performance (provide details to the immediate government supervisor)
- Ensure effective organizational planning
- Ensure adequate resources including review of government budget
- Manage resources effectively
- Determine and monitor the organization's programs and services
- Enhance the organization's public image
- Ensure legal and ethical integrity and maintain accountability
- Recruit and orient new board members; assess board performance

(Source: Board Source, adaptation)

## **COMMITTEES/TASK FORCES**

Committees and task forces should be formed after goals and objectives are established.

Committees and task forces will then determine tasks. The trend is for a limited number of standing committees such as Finance and Board Development or Governance. Some boards start each year with a clean slate by abolishing all committees annually and only those needed are re-instated. An evaluation process allows a board to reassess committee composition and redirect the focus if needed. Benefits:

- Flexible and future-oriented
- More frequent leadership opportunities
- Leadership changes are not threatening

Some boards do not form standing committees and when a need is identified, a task force or an ad hoc committee is formed to carry out the charge. A task force allows a board to concentrate only on pressing issues. Signing up to work on a task force with a clear goal and a termination point is preferred over indefinite service on a committee with a vague purpose. A task force or ad hoc committee provides more team participation and interaction among a variety of members on the board resulting in members getting to know more people on the board. Each task force is unique, so the answers will vary to questions such as: How often should it meet? Who should serve on the task force? How big should the group be? If a task force has done its job well, the board can proceed to make good decisions. Examples of these work groups include a bylaws review task force or a staff search committee.

# Goal Setting and Visioning

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KAB teaches a five-step attitude change process as a primary tool for the development and implementation of programs and projects. The five steps of this KAB Attitude Change system is an important part of developing goals:

1. Get the Facts
2. Involve the People
3. Develop a Plan
4. Focus on Results
5. Provide Positive Reinforcement

Through KAB Tools, including the Litter Index and Focus Area Survey, the affiliate gathers facts. They involved people in the collection of the information and through volunteer activities including service on the Board and Committee/Task Forces. The Board developed a first year plan during the Certification training. The plan provides the foundation for measuring the long-term success of the affiliate. Annual review of the plan will assist the affiliate in focusing on accomplishments and identifying new projects or programs.

A goal statement is a positive statement that leads to action. Goals are broad. Objectives are specific or task oriented. An objective is an end toward which action is oriented and reflects how the situation will be changed, improved or maintained.” Objectives typically start with:

- To provide....
- To establish...
- To create....

Objectives, performance measure, should be S.M.A.R.T., which refers to:

Specific  
Measurable  
Achievable  
Realistic  
Time-Bound

**Specific:** A specific goal provides direction to board, sponsors, and volunteers. A specific goal answers the six "W" questions:

Who: Who is involved  
What: What do I want to accomplish  
Where: Is there a specific location  
When: Establish a time frame  
Which: Identify requirements and constraints  
Why: Specific reasons, purpose or benefits of accomplishing the goal

**EXAMPLE:** A goal would be, "To cleanup the city." An objective would be, "Participate in the annual Great American Cleanup™ and coordinate the cleanup of six major entranceways"

**Measurable:** To focus on the results, the goal should have a way to measure progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the reward of achievement.

To determine if your goal is measurable, ask questions: How much? How many? How will I know when it is accomplished?

**Achievable:** When your affiliate identifies goals that are most important, you begin to determine ways to implement the goals. You develop the attitudes, abilities, skills, and financial capacity to reach them. Some goals become attainable overtime as your affiliate grows and expands.

**Realistic:** To be realistic, a goal must represent something that the affiliate is willing and able to accomplish. Some affiliates set a high goal that may seem unattainable but by reaching other goals, the affiliate will see substantial progress. A high goal is frequently easier to reach than a low one because a low goal exerts low motivational force. Your goal is realistic if you truly believe that it can be accomplished. A goal should consider the financial obligation but finance should not be the reason a goal is not tried.

**Time-bound:** A goal is time-based when you have a set timeframe or a date specific.

# Volunteers

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Much of your KAB affiliate success will result from the unique process of involving a broad range of constituencies that reflects your community. Apply the KAB 5-step process as you identify, recruit, and involve volunteers.

**Get the facts** about volunteers and what you offer them for their contribution of time

**Involve your volunteers** in meaningful tasks

**Create an action plan** with clearly defined responsibilities to guide volunteer efforts and maximize volunteers' time and talents

**Focus on the positive results** of volunteers' work and emphasizing how they made a difference

**Provide positive reinforcement** through recognition and reward and lay the groundwork for future involvement

**Following is a list of groups to help you identify local volunteers:**

Adopt-A-Highway/Adopt-A-Spot

Agricultural Extension Agency

AmeriCorps

Big Brother/Big Sister

Blockwatch Groups

Boys and Girls Club

Boy Scouts

Brownies

Campfire Girls

Chamber of Commerce

Civic clubs

Colleges/Universities (including clubs, fraternities, sororities, sports teams, etc.)

Corporations/businesses

Cub Scouts

Environmental clubs/groups

4-H Clubs

Garden Clubs

Girl Scouts

Hospitals/medical associations

Jaycees Clubs

Key Clubs

Kiwanis Clubs

Lions Clubs

Military bases

Neighborhood associations

Parks and Recreation

Professional associations

Optimist Club

Religious groups

Retiree associations

Rotary Clubs

Schools/school clubs

Sports leagues

Senior Citizens

Sierra Clubs

Women's club

Youth groups

# Affiliate Good Standing

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“Good Standing” standards assist in strengthening the credibility of the national network and supporting the KAB mission “to engage individuals to take greater responsibility for improving their community environment.” To maintain certification affiliates must meet the following standards annually.

1. Has an active Board of Directors/Committee/Commission/Advisory Council:
  - Community-based with public, private and civic representatives
  - Meets regularly
  - Ensures the relevance of the affiliate’s mission
  - Determines programs and activities that follow the mission
  - Secures adequate resources to fulfill the mission
  - Provides legal and ethical integrity and accountability and assesses Board performance
  - Supports an executive director
  - Enhances affiliate’s public image
2. Submits two reports:
  - Semi-Annual Report due March 16 surveys affiliates related to board, staff, budget, and affiliate needs.
  - Annual Report due August 25 gathers statistical information about affiliate programs/projects including numbers of volunteers, cleanups, education workshops, etc. Visit [www.kabaffiliates.org](http://www.kabaffiliates.org) to view the latest report.
3. Conduct Community Appearance Index -Litter Index. The Community Appearance Index includes the Litter Index and Optional Indices on illegal signs, outdoor storage, graffiti and junked/abandoned vehicles. The Litter Index is required for Good Standing and should be conducted annually at approximately the same time of year. Check [www.kabaffiliates.org](http://www.kabaffiliates.org) to see when the affiliate’s Index was conducted last.
4. Prepare Cost/Benefit Analysis. An annual measurement tool that compares the dollar value associated with volunteer hours, cash contributions, in-kind donations, non-governmental and foundation grants to any dollars received from a government source. Detailed instructions are provided in the “Affiliate Resources” section at [www.kabaffiliates.org](http://www.kabaffiliates.org) and a webinar on the topic is available in the KAB Forums file cabinet.
5. Has an active executive director
6. Executive director attends 6 hours of training annually and credit can be earned at:
  - KAB’s National Conference or Webinars
  - KAB State Affiliate Conference/Meetings, if applicable
  - Conference/seminar/webinar related to KAB mission, Focus Areas or organizational management. Visit [www.kabaffiliates.org](http://www.kabaffiliates.org) to view the training policy information.

7. Pay an Annual Affiliate Fee, upon being invoiced

Population	Fee
0 – 7,500	\$ 50
7,501 - 15,000	\$ 100
15,001 - 30,000	\$ 150
30,001 - 50,000	\$ 200
50,001 - 75,000	\$ 250
75,001 - 150,000	\$ 300
150,001 - 500,000	\$ 350
500,000 - 1 million	\$ 400
Over 1 million	\$ 500

8. Report Focus Area Options showing completion of a minimum of one program/activity in each Focus Area. A list of possible programs/activities is provided under the Annual Report at [www.kabaffiliates.org](http://www.kabaffiliates.org).

**Good Standing Benefits**

“Good Standing” determines an affiliate’s eligibility to receive KAB awards, grants and funding. Affiliates meeting “Good Standing” criteria are eligible to receive the President’s Circle Award and recognition at KAB National Conference.

# KAB Affiliate Reports

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Affiliate reports are due twice a year. It is important to keep good records of your program activities to facilitate completion of these reports. We want to share your success with:

- Media – helps gain national recognition for your efforts
- Sponsors – helps demonstrate their return on investment
- Affiliates – gives others in the KAB network new ideas to try in their own communities.

## **Semi-Annual Report**

Semi-Annual Reports are due in March 16. This report may vary from year-to-year, and the information gathered assists the national office and affiliates.

## **Annual Report**

Reporting is based on a July 1 to June 30 time frame and is due August 25. Report includes statistics and results including:

- Board involvement i.e. number of hours and in-kind including mileage and donated goods and services
- Volunteer involvement
- Donations
- Litter Prevention statistics
- Beautification and Community Greening statistics
- Waste Reduction and Recycling statistics
- Media coverage
- Youth activities
- Outreach activities
- Community Appearance Index - Litter Index (and Optional Indices if applicable)
- Cost/Benefit Analysis

## **Community Appearance Index - Litter Index**

This measurement tool enables affiliates to direct and evaluate programs and measure progress. The Index is conducted annually at approximately the same time of year.

## **Annual Cost/Benefit Analysis**

The Cost/Benefit Analysis is an annual measurement tool that enables affiliates to show their ability to leverage community resources. By determining the dollar value returned to the community for each dollar invested by government, an affiliate can demonstrate the value of community partnership. Affiliates track volunteer hours, cash contributions, in-kind donations, non-governmental and foundation grants.

## **Helpful Definitions for Reporting Annual Statistics**

- **Volunteers:** People who actively work an event. *A volunteer performs work that would otherwise be done by a paid person.* A person or prisoner on court-ordered community service time or work release time is not considered volunteers.
- **Participants:** People who actively contribute to an event or ongoing program (in a way other than just attending) conducted by an Affiliate such as a recycling drive, drop-off center.

- **Attendees:** People who are part of a structured event and a program conducted or coordinated to inform or educate the audience such as a classroom presentation, teacher-training workshop or a *Waste in the Workplace* workshop.
- **Community Audience:** People who attend and receive an affiliate's educational materials at a fair, parade, exhibit, litter-free event, etc.

Example: A volunteer unloads a computer from the vehicle of a participant whose spouse was an attendee at a KAB recycling workshop and shared the information.

Example: 40 parent attendees enjoyed the KAB workshop presented by 6 volunteer teachers, who had staffed the booth at the environmental fair where parents participated by bringing PET bottles for the Return the Warmth program, and the fair had an audience of 600.

### How to Calculate Dollar Value Benefits:

#### Volunteer Hours:

When setting the value of your volunteer hours, remember that there are many kinds of volunteers from professionals, accountants and artists to youth and cleanup volunteers. It's up to you to examine the project and set the value for the volunteer time. Each volunteer hour should be assigned a value of at least minimum wage. The following are guidelines:

<u>Type of Volunteer</u>	<u>\$ Value/hr</u>
All volunteers (adult or youth), Board Professional	Hourly Rate (per <i>Independent Sector</i> )* Current market/hr

\* Independent Sector updates the national hourly rate annually. The current value is available [http://independentsector.org/programs/research/volunteer\\_time.html](http://independentsector.org/programs/research/volunteer_time.html). You may also check the current volunteer hourly rate for each state.

#### Donated Goods or Services:

Your KAB affiliate may receive non-monetary contributions of goods or services, often referred to as "in-kind donations" from businesses, groups and individuals. Examples include: private waste hauler services, "pro-bono" accounting services, food/drinks, donated advertising space or Public Service Ads (PSAs), or office space in a non-government building. The dollar value of any donated goods or services is equal to the market price of the goods or services contributed. Whenever possible, ask your contributor to submit the dollar-value in writing.

#### Media Value (optional):

Media value is optional. If you enter media value please list on a list separate i.e. GAC Media or Cleanup Media. Values should be provided by the specific media source (i.e., television station, radio station, newspaper, etc.) based on comparable paid space or airtime. The following are guidelines for determining media value:

- **Print advertising space:** The media source may provide you with a specific value for each advertising space or you may need to calculate column inches by measuring down the column. If the ad crosses more than one column, multiply the inches down by the number of columns across.

- **Value of newspaper or print articles/press clippings.** When a positive article exclusively or extensively features your organization, measure column inches dedicated to your organization and multiply by the value provided by the media source. If your affiliate is mentioned briefly within the larger context of an article or calendar listing, it should not be measured. A newspaper may not be able to provide a specific value for a front-page news article since the space is not available for advertising.
- **Radio/Television Show.** Typically, shows or news spots would not count in Cost/Benefit Analysis, but you may include estimated audience, if known, under the General Survey in the Community Outreach section. If the television or radio station provides a value, in writing, for the airtime value, you may include in the Cost/Benefit Analysis.
- **Website/Blog:** No value is assigned to the number of hits a website receives but all donated time to manage the website or to write content may be included as volunteer time and/or in-kind services. If a webmaster or company donates service, ask for the value in writing, to include in the in-kind section.
- **Government-owned Cable Channel.** If government employees are involved in producing the news or PSA, the amount may be an in-kind government cost. If the news or PSA was produced by a non-government source and is aired on the station, the value may be included if the channel has an advertising rate. You may include estimated audience, if known, under the General Survey in the Community Outreach section.

**Community Service (optional section) :**

Affiliates that administer programs for a person or prisoner on court-ordered community service time or work release time may use this section to calculate the value of time and the cost of administering the program. The values calculated will remain separate from the overall cost-benefit ratio used by KAB. The on-line report has a line to enter community service please separate from volunteers and list donation on the community service line.

**Cost Avoidance (optional section):**

Cost Avoidance is the dollar-value of a project based on what your local government would have spent if it used a government department or agency to achieve the same results. The project must be currently within the scope of services offered by your local government departments or agencies to be considered in a Cost Avoidance assessment. You cannot assume the project would be handled using government personnel. It is based on known equipment costs, estimates of salary time or actual cost figures from a similar project. Note: Since 2007, Cost Avoidance has been optional in your Cost/Benefit Analysis.

**For Example:**

The public works department is responsible for cleanup of dumpsites as part of its scope of services to the community. There has been a recent rash of illegal dumping activity. Knowing this, your KAB affiliate is determined to do something about it, and chooses to organize volunteers and hauling services to clean a number of these illegal dumpsites. In addition to volunteer time and donated hauling services, there is a cost avoidance benefit, since the city has avoided the costs of assigning employee time or equipment to accomplish the same task. The public works department must provide you with the cost estimate for dumpsite cleanup, and that figure is the dollar-value of the cost avoidance for each dumpsite cleanup undertaken by your KAB affiliate volunteers.

## KAB Affiliate Focus Area Options

### Litter Prevention

- Great American Cleanup™
- Waste In Place* litter activities
- Cigarette Litter Prevention Program
- Litter prevention presentation
- PSA/Social Media/Social Marketing
- Litter-free event
- Clean Builder program
- Neighborhood cleanups/education
- Waterway/River cleanups/education
- Adopt-a-Spot
- Adopt-a-Highway
- Trash can loaner program
- Litter report card
- Litter free school zone
- Litter cost study
- Other \_\_\_\_\_

### Beautification and Community Greening

- Great American Cleanup™
- Waste In Place* – beautification activities
- Graffiti Hurts education
- Graffiti abatement
- Tree-planting
- Arbor Day event
- Environmental Court
- Ordinance review
- People’s Garden (USDA)
- Community/edible garden
- Bulb planting
- Gateway enhancements
- Illegal sign removal
- PSA/Social Media/Social Marketing
- Tree Keepers program
- Vacant lot improvement
- Weed control
- Other \_\_\_\_\_

### Waste Reduction and Recycling

- Great American Cleanup™
- Waste In Place* – MSW activities
- America Recycles Day
- Material exchange
- Composting
- Recycling program or education
- Phone book collection
- Electronics collection
- Pharmaceutical collection
- Christmas tree collection
- Household Hazardous Waste collection
- Use *254 Million Tons of Trash* poster
- School recycling
- Waste in the Workplace workshop
- Ordinance review
- Recycle bin loaner program
- PSA/Social Media/Social Marketing
- Other \_\_\_\_\_

# Appendix 1: Acronyms/Abbreviations

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Each affiliate and state has a different acronyms and abbreviations that they use on a daily basis. A list is beneficial to new and veteran members of the board, staff and volunteers. Most acronyms used by Keep America Beautiful at the national level, the acronym is pronounced as each letter i.e. K - A - B instead of “cab.”

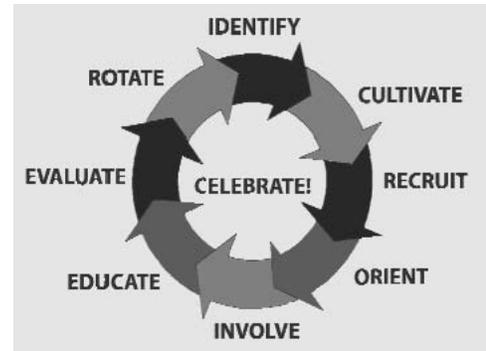
AAH	Adopt-a-Highway
ARD	America Recycles Day
CAI	Community Appearance Index
CBA	Cost-Benefit Analysis
CLPP	Cigarette Litter Prevention Program
CVP	Curbside Value Partnership
DEQ	Department of Environmental Quality
DOT	Department of Transportation
EE	Environmental Education
EPA	Environmental Protection Agency
GAC	Great American Cleanup
KAB	Keep America Beautiful
LI	Litter Index
Pre-Cert	Pre-Certified Affiliate
PSA	Public Service Announcement
ROI	Return On Investment
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
SWOT	Strength, Weakness, Opportunity Threat
TTT	Time, Talent, Treasure
WIP	Waste in Place
YSA/YSD	Youth Service of America/Youth Service Day

# Appendix 2: Board Building Cycle

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**Step 1: Identify** the needs of the board: the skills, knowledge, perspectives, connections, etc., needed to implement the strategic plan. What do you have? What is missing?

**Step 2: Cultivate** sources of potential board members and identify individuals with the desired characteristics. Ask current board members, senior staff, and other to suggest potential candidates. Find ways to connect with those candidates, get them interested in your organization, and keep them informed of your progress



**Step 3: Recruit** prospects. Describe why prospective members are wanted and needed. Explain expectations and responsibilities of board members, and do not minimize requirements. Invite questions, elicit prospects' interest, and find out if they are prepared to serve

**Step 4: Orient** new board members both to the organization and to the board explaining the history, programs, pressing issues, finances, facilities, bylaws, and organizational chart. Describe committees, board member responsibilities, and lists of board members and key staff members.

**Step 5: Involve** all board members. Discover their interests and availability. Involve them in committees or task forces. Assign them a board "buddy." Solicit feedback. Hold everyone accountable. Express appreciation for work well done.

**Step 6: Educate** the board. Provide information concerning your mission area. Promote exploration of issues facing the organization. Hold retreats and encourage board development activities by sending board members to seminars and workshops. Do not hide difficulties.

**Step 7: Evaluate** the board as a whole, as well as individual board members. Examine how the board and chief executive work as a team. Engage the board in assessing its own performance. Identify ways in which to improve. Encourage individual self-assessment.

**Step 8: Rotate** board members. Establish term limits. Do not automatically reelect for an additional term; consider the board's needs and the board member's performance. Explore advisability of resigning with members who are not active. Develop new leadership

**Step 9: Celebrate!** Recognize victories and progress, no matter how small. Appreciate individual contributions to the board, the organization, and the community. Make room for humor and a good laugh.

From *The Board Building Cycle* published by the National Center for Nonprofit Boards (NCNB)

# Appendix 3: Operating Manuals

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Operating manuals guide the organization. Manuals promote consistent quality service. They have significant value to volunteer leaders, staff, and especially new employees. An executive director without manuals should set a goal to *leave a legacy* of well-documented operations. Here are six common manuals.

**The Personnel Manual** details, formalizes and communicates the organization's policies regarding its employees. The manual covers items such as sick leave, vacation time, issuance of office keys, overtime, dress code, sexual harassment, credit cards, and filing and handling complaints. Personnel manuals must reflect state and federal laws and should be prepared with assistance of an attorney. Do NOT incorporate the personnel manual with any other manual.

**The Operations Manual** is a way of insuring consistent delivery of services, quality control, and standardized procedures, while reducing risk. It reduces staff discretion and risk. Also known as a "best-practices manual," it describes what the organization believes is the best way of conducting every aspect of its operations. It documents literally every activity through bulleted or enumerated lists. A new executive director, and staff, quickly understands the purpose and value of the established processes. One way to create the operations manual is by creating a table of contents of all major responsibilities. Ask staff members and volunteers to document their processes in a consistent format (template) for adding to the manual. Within months the operating manual will be assembled and serve as the most valued document in the organization.

**The Policy Manual** describes the purpose and objectives of specific operations, activities, services, and governance. For instance, a policy developed on e-mail usage or document record retention. Policies are transcribed from the motions adopted by the board and recorded in the minutes. Unlike a personnel manual, it focuses on the organization and less on employees. If no policy manual exists, take the last five years of minutes, highlight the motions that read as policies, create a table of contents, add the policies, and then present the manual to the board for adoption.

**The Leadership Orientation Manual** is used as a resource and training program for volunteers. It is distributed at the annual board orientation. Sections may include history, bylaws, strategic plan, committees, organizational-structure, responsibilities, staffing and calendars, for example. The manual is an excellent resource for new staff members. Many associations forego a printed leadership binder by placing the contents in a **Virtual Board Manual** in a protected website location.

**The Accounting Manual** deals specifically with fiscal activities, detailing topics such as check-signing authority, petty cash, reimbursements, and investment policy. It guides the business affairs staff. Also, consider creating a shorter **Treasurer's Guide** explaining fiscal policies and naming the accountant, banker, insurance agent, investor, attorney, etc.

**The Style Guide** brands and positions the organization by indicating the proper use of the name, logo, colors, tag lines, acronyms and key words indigenous to the affiliate. Usually six to ten pages. Also good to share with printer, graphic artist and new staff.

Bob Harris, CAE, free resources available at [www.nonprofitcenter.com](http://www.nonprofitcenter.com).

# Appendix 4: Operations Manual

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## Table of Contents - Sample

### **General**

1. About our Organization, History and Overview
2. Mission Statement and Vision Statement
3. Board of Directors and Officers
4. Committee Chairs and Members
5. Committee Descriptions
6. Past Presidents/Chairman

### **Getting Started**

1. Office Contact Information – addressees, phone, website, and employee email, etc.
2. Tax ID #, where to find W9 forms
3. Incorporation, IRS designation date **and/or** KAB certification date, government entity authorization/adoption of ordinance/resolution date
4. Proper Phone Handling -Transferring calls; calls to avoid; types of calls – who to transfer to

### **Membership (when applicable)**

1. Overview
2. Regular Members – forms, informational brochures, applications, etc.
3. Honorary Members - forms, informational brochures, applications, etc.
4. Student Members - All forms, informational brochures, applications, etc.
5. Membership Overview and Member Processing; Member Solicitation; Dues and Renewals

### **KAB Affiliation**

1. Good Standing Requirements
2. Annual Report
3. Award application

### **Shipping and Mailing Procedures**

1. UPS – how to/account information/ordering supplies/rules/restrictions
2. Federal Express - how to/account information/ordering supplies/rules/restrictions
3. US Postal Service Domestic Mail - how to/account information/ordering supplies/rules/restrictions
4. US Postal Service Foreign Mail - how to/account information/ordering supplies/rules/restrictions

### **Logo and Branding**

1. Policy – Logo Usage, Restrictions and Standards
2. Style Guide for Communications

### **Annual Calendar**

1. By month – lists all cyclical projects (Jan. 31 – run statements of account, etc.)
2. Contributing to the Calendar

## **Office Responsibilities**

1. Daily Tasks - Morning (phone messages, mail, etc.)
2. Daily Tasks - Afternoon (UPS Shipments, lights off, etc.)
3. Daily Tasks – Specific to the individual

**Standard Responses** (formatted for instant email response – use as reference for phone calls – includes “How To” when appropriate)

1. Requests for general information
2. I need information on how many (fill in blank) volunteers, miles cleaned,
3. “How do I become a Member?”
4. “How do I volunteer?”
5. “How can I serve on a committee?”
6. “I’ve signed up for XXX working committee – now what?”
7. “Where can we recycle?”

**General “How To’s”** (As training moves forward, the individual is responsible for updating this part of the notebook)

1. What to say when answering the phone?
2. How to change website? Website passwords
3. How to access email and standard email signature
4. Ordering general office supplies
5. When we receive a bill and pay bills
6. Backing up Computer
7. Rebooting the server
8. When it is time to call the “IT” person
9. Removing a jam from the printer
10. Removing a jam from the fax machine
11. Fax/Printer repair service
12. When it is time to call the accounting department or accountant
13. New Member Packets – how to process and what to send
14. Renewing Member Packets - how to process and what to send
15. Volunteer Time sheet and tracking hours
16. KAB Affiliate renewal
17. Membership Renewal notices

Adapted from source Bob Harris, CAE, [www.nonprofitcenter.com](http://www.nonprofitcenter.com).

# Appendix 5: Policy Manual

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Creating a policy manual does not have to be an overwhelming task. If no record of policies exists, try this method for creating the manual. Policies result from board motions and are found in the minutes. Do not confuse *policies* with *procedures*. Procedures are operational and usually apply to staff actions.

## Getting Started

Determine the major categories in which to segment your policies

- Awards
- Board of Directors
- Bylaws
- Committees & Task Forces
- Education
- Finances
- Government Affairs
- Training Requirements
- Membership
- Risk Management

Make copies of the meeting minutes for the past five years. Find a volunteer (often a retired past officer or a current elected officer) who is willing to read the minutes.

Search for motions that translate into policy. For instance, “A motion was passed to distribute the financial reports on a monthly basis,” would be a policy. A motion referring to the site of the next annual meeting, for example, would not be a policy.

Use a highlighter to highlight every motion that reads as a policy. In the margin, indicate what category the policy fits within based on the agreed upon categories.

Ask the volunteer or another volunteer to type the highlighted phrases, and then organize by categories indicated in the margins. The president/chairman or executive director should review and edit to phrase any policies that are unclear and eliminate any statements that are outdated or redundant. The document will then be presented to the board for adoption.

Adapted from source Bob Harris, CAE, [www.nonprofitcenter.com](http://www.nonprofitcenter.com).

# Appendix 6: Board Manual

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Every affiliate should have a thorough, easy-to-use board manual. For the new board member, the manual is an orientation handbook that provides useful information about the affiliate, board structure and operations, and fellow board members and staff. For board members, the manual is an indispensable working tool and a central resource about the affiliate and board. Materials can be added and removed to create an up-to-date reference. Some of the information may be posted on the affiliate website. The board manual is prepared by staff in consultation with the board president/chairman and officers. Present it to board members in a durable, attractive loose-leaf notebook with a table of contents and clearly divided and labeled sections. Date every item and replace material when necessary. Insert stationery, brochures, and similar items in clear plastic sleeves or in pockets of the notebook.

Guidelines to develop a manual:

- Do not overwhelm board members with too much information, i.e. when several examples are available include only one
- Keep each item brief such as a two-paragraph executive director biography in lieu of a four-page resume.
- Think about how the manual may be used during orientation as a "textbook"
- Encourage board members to suggest items for the manual
- Ask board members to evaluate the usefulness of the manual each year
- Revise the contents or format based on their comments

## Manual Content Checklist

A thorough board manual can include the following materials. (Remember to keep each item as concise as possible.)

### Board

- Board members listing and bios/profile
- Board members term listed
- Board statement of responsibilities/commitment or affirmation form
- Committee and task force descriptions

### Governance Documents

- Brief written history and/or fact sheet
- Articles of Incorporation, when applicable
- IRS determination letter, when applicable
- Bylaws
- Ordinance or resolution of establishment, when applicable
- Listing of past board members (optional)

### Strategic framework

- Mission and vision statement
- Strategic plan goals and objectives
- Current annual operating plan

**Minutes**

- Minutes of 2-3 recent meetings for new members and/or a copy of minutes of Board Retreat
- A section in the manual for members to add agendas and minutes.

**Policies pertaining to the board**

- Conflicts of Interest policy
- Insurance policy coverage
- Travel/meeting expense reimbursements

**Finance and fundraising**

- Prior-year annual report
- Most recent audit report
- Current annual budget
- Form 990
- Banking resolutions
- Investment policy
- Current list of donors and sponsors

**Staff**

- Staff listing
- Brief bio of staff
- Organization/team chart, when applicable

**Information**

- Annual calendar
- Web site information
- Promotional material (membership brochure, information brochure, advertisements, etc.)

**Keep America Beautiful**

- Fact Sheet/Overview
- Annual Report
- Volunteer Time Sheet for Cost/Benefit Analysis

# Appendix 7: Financial Management

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These duties may be assumed by a board member, which is usually the Treasurer, but often are primarily the responsibility of the Executive Director.

- Preparation of an Annual Budget
- Preparation of Grant Budget(s) and application(s)
- Accounting/bookkeeping of all accounts
- One (1) checking and savings for non-grant funds
- Each fund, whether a grant fund or non-grant fund, needs separate accounting register
- Accounting software such as Quicken, Quick Books, Peachtree, etc. should be used to keep the accounting ledgers/registers
- Checkbooks should be balanced monthly with bank statements
- Prepare monthly financial statements for each checking/savings account and provide copies to each board member
- Prepare grant reports, which may include in-kind or matching cash as well as the grant cash expenditures
- Payroll: If staff is paid an hourly wage, you MUST keep an Employee Record, which includes dates and hours worked. Use an Employee Record Book or time sheet.
- All employees must complete a W-4 Form each year. It is available for download on the [www.irs.gov](http://www.irs.gov) website.
- Must deduct Social Security and Medicare (% of gross employee share)
- Must deduct federal taxes and state taxes if applicable, according to the appropriate tax tables and based on the # of exemptions claimed on W-4. The federal tax (which includes the federal tax amount that was withheld plus both the employee and employer shares of Social Security & Medicare – both are the same rate) and state tax if applicable (includes the state tax amount that was withheld for the quarter) 941/941N employee tax deposits.
- Your organization must file an IRS 990 Form. It is due the 15<sup>th</sup> day of the 5<sup>th</sup> month following the close of your fiscal year. (i.e. if your organization's fiscal year is January 1-December 31, the 990 Form must be postmarked by May 15.)
- Insurance – Workman's Compensation Insurance is required by federal law.

## **Good Record Keeping:**

- Must keep copies of all invoices – Include a list of expenditures from accounting software, with copies of invoices
- Keep track of all volunteers and volunteer hours worked
  - Will need for in-kind for grant reports, when applicable
  - Will need for KAB Annual Report. You can actually enter info on each project as it is completed throughout the year on [www.kabaffiliates.org](http://www.kabaffiliates.org).
- Keeping accurate records of each program/project to plan for next year including timeline
- List of any donors, contact names, what was donated, etc.
- Put together an Operations Manual so if you are ever sick or have to be gone, someone can come into the office and look for this “How to” instructions booklet to complete any required work.

Prepared by Jane Polson, Keep Nebraska Beautiful

# Appendix 8: Lobbying/Advocacy

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In general, no organization may qualify for section 501(c) (3) status if a substantial part of its activities is attempting to influence legislation (commonly known as *lobbying*). A 501(c) (3) organization may engage in some lobbying, but too much lobbying activity risks loss of tax-exempt status.

*Legislation* includes action by Congress, any state legislature, any local council, or similar governing body, with respect to acts, bills, resolutions, or similar items (such as legislative confirmation of appointive office), or by the public in referendum, ballot initiative, constitutional amendment, or similar procedure. It does not include actions by executive, judicial, or administrative bodies.

An organization will be regarded as attempting to influence legislation if it contacts, or urges the public to contact, members or employees of a legislative body for the purpose of proposing, supporting, or opposing legislation, or if the organization advocates the adoption or rejection of legislation.

Organizations may, however, involve themselves in issues of public policy without the activity being considered as lobbying. For example, organizations may conduct educational meetings, prepare and distribute educational materials, or otherwise consider public policy issues in an educational manner without jeopardizing their tax-exempt status.

From IRS website <http://www.irs.gov/charities/article/0,,id=163392,00.html>

# Appendix 9: Board Training

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Three components of training provided to an active board.

## **Orientation**

An orientation for new board members helps define duties and responsibilities. New board members should receive training provided by the Board and Executive Director and be given a board manual. The manual content is outlined in Appendix 10. The training should include the following:

- history of organization and accomplishments
- bylaws, organization guidelines, ordinance, or resolution establishing the organization
- strategic plan
- mission statement
- budget
- staff organizational chart
- board member list
- committee list and duties
- calendar of events
- board commitment/affirmation

## **Annual Board Retreat**

Board members could meet to review or discuss:

- bylaws or organization guidelines to insure that they are meeting the needs of the organization
- review or develop strategic plan, goals and objectives
- mission statement
- board member responsibilities and board member job description
- budget
- committee duties
- calendar of events
- the relationship between board and the staff (paid or volunteer)
- the meeting schedule
- training on litter prevention, beautification and community greening, waste reduction and recycling, and/or behavior/attitude change

## **Ongoing Training**

Members should be given an opportunity to learn, grow and develop throughout the year.

- speakers from other organizations
- evaluation of projects
- speakers on specific topics of technical interest such as landfills, education, or volunteerism
- training on litter prevention, beautification and community greening, waste reduction and recycling, and/or behavior/attitude change
- field trips to other communities or to conferences/seminars
- group exploration of your community

# Appendix 10: Board Retreat Tips

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- Interview the board.
  - Who is on the board?
  - What is their affiliation with other volunteer organization?
  - Where do they work?
  - What are their hobbies and interests?
  - Why did they get involved/
  - What do they want from their volunteer service?
  - What skills and qualities do they bring to the organization?
  - What do they see as the organization's three biggest challenges?
  - What is their birthday day (not year)?
  - Ask about family and/or pet(s)?
  
- An annual survey is form is a good way to collect and update this information. Mail it out or hand it out at a meeting and give them time to return to you.
  
- Determine what you want to accomplish at the training. The officers and executive director should develop a list. This may be based on the challenges submitted by the board members. Some topics may be:
  - Developing a new mission
  - Determining a strategic plan with goals and objectives
  - Increasing awareness of board duties and responsibilities
  - Evaluating the relationship between staff and the Board
  
- Arrange for a trainer. Ask Keep America Beautiful or State Affiliate, when applicable, about individuals that would be good at addressing your training needs. Check with local non-profit organizations including United Way. Ask for assistance from the City or School District. Investigate potential trainers from local technical schools, colleges, or universities. When making arrangements with a trainer, describe your needs so they have an opportunity to determine if they are the best person for you. If you have not been able to determine the needs for the training, ask the trainer for assistance.
  
- Select date, time and place. It is extremely important that all of your board members be present. Work with the members to determine the best date and place. Make sure that you have enough time to accomplish the training. The training may be several hours, all day or two days.
  
- During training, take good notes and make sure that results are in writing, so the results may be provided to all board members. Provide the results as soon as possible (7-10 days preferably) after the training or at least before their next scheduled meeting.

# Appendix 11: Meeting Packets

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1. Send packet in advance and not late. Board members want enough time to read the packet, and some organizations send the packet by email as well as by regular mail, so that board members can access the packet from wherever they might be.
2. Materials should be neat and not sloppy.
3. Include a summary and background information needed to make a decision. Do not include irrelevant or unexplained materials.
4. If approval of a new program or a new budget item is on the agenda, a clear statement of the proposal must be in the packet, along with identifying who (staff? a board committee?) is bringing the proposal and what their recommendation and rationale is for the proposal.
5. Critical, but often overlooked: meeting location, directions to the meeting, and an action required noted on agenda.
6. Make text large enough for board members to read easily.
7. Make sure board members know who to call or email with question about an agenda item.
8. Brief and USABLE updates on priority matters, especially financial status. In financial information, board members want to be able to tell - either from the statements or from a cover memo - whether the organization is on budget, is financially sound: in short, "should we be worried?"
9. Executive Director's Report - funding updates, program updates, special news about staff or the board - can be covered in an executive director's report or in a series of brief program reports.
10. If you have general information that does not require action, place at the end of packet with a reference to non-agenda items. Let board members know what they should be looking for - is this "deep background" or is there an upcoming organizational decision for which this material is relevant?
11. Board members do not want to read things that will be repeated at the board meeting. The Chairman should refer the members to the materials in the packet. Committee Chairman, staff or member making the report should not read the material to the members but give a brief overview when applicable.
12. Routine committee reports that do not require board action should be written and placed in the board packet. Board should be asked if they have questions about written reports.

Adapted from Board Café

# Appendix 12: Conducting Meetings

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## **President/Chairman Role**

The President/Chairman conducts the meeting and should:

- be familiar with Robert's Rules of Order
- be familiar with the bylaws, ordinance or resolution establishing the organization
- welcome everyone to meeting
- ensure the meeting follows the agenda
- prevent irrelevant discussions
- serve as an arbiter and facilitator
- summarize the key points of every agenda item as it is completed
- summarize the key points of every issue immediately before it is voted on

## **Members Role**

The members of the board should take an active role in the meeting and:

- leave the meeting knowing what has been accomplished
- leave the meeting knowing what is expected of them
- receive a calendar of upcoming events

## **Staff Members Role**

The staff should take an active role in the meeting and:

- work with the Chairman to set agenda
- ensure that sufficient numbers of participants and key persons are in attendance
- ensure that if commitments are needed by other staff members or resources, that the plan is feasible
- say “thank you” to all volunteer members, as they are the heart of the organization

## **Guests**

Invitations can be extended to officials and community leaders to keep them informed about and interested. In general, guests listen and participate if requested by the President/Chairman.

# Appendix 13:Parliamentary Procedure

## PROCEDURES AT A GLANCE

TO DO THIS*	YOU SAY THIS	MAY YOU INTERRUPT SPEAKER?	MUST YOU BE SECONDED?	IS THE MOTION DEBATABLE?	IS THE MOTION AMENDABLE?	WHAT VOTE IS REQUIRED?
ADJOURN THE MEETING	I MOVE THAT WE ADJOURN.	NO	YES	NO	NO	MAJORITY
RECESS THE MEETING	I MOVE THAT WE RECESS UNTIL...	NO	YES	NO	YES	MAJORITY
COMPLAINT NOISE OR ROOM TEMPERATURE	POINT OF PRIVILEGE	YES	NO	NO	NO	NO VOTE REQUIRED**
SUSPEND FURTHER CONSIDERATION OF SOMETHING	I MOVE WE TABLE IT.	NO	YES	NO	NO	MAJORITY
END DEBATE	I MOVE THE PREVIOUS QUESTION.	NO	YES	NO	YES	TWO-THIRDS
POSTPONE CONSIDERATION OF SOMETHING	I MOVE WE POSTPONE THIS MATTER UNTIL...	NO	YES	YES	YES	TWO-THIRDS
HAVE SOMETHING STUDIED FURTHER	I MOVE REFER THIS MATTER TO A COMMITTEE.	NO	YES	YES	YES	MAJORITY
AMEND A MOTION	I MOVE THAT THIS MOTION BE AMENDED BY...	NO	YES	YES	YES	MAJORITY
INTRODUCE BUSINESS (A PRIMARY MOTION)	I MOVE THAT...	NO	YES	YES	YES	MAJORITY

\* The motions or points are listed in established order of precedence. When any one of them is pending, you may not introduce one THAT IS listed below it. You may introduce one that is listed above it.

\*\* President/Chairman decides

Prepared by Sharla Hotchkiss, Keep Texas Beautiful Board member

# Appendix 14: Conference Call Tips

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- Set up the meeting in advance and communicate the dial in number, pass codes and other information. “Spring forward, fall back” is something to keep in mind for your time zone crossing colleagues. Do not work out time differences on your fingers – check on the internet or even phone a colleague in that state and ask what time it is!
- Treat the conference call as if it were a meeting. You know the routine; prepare and circulate an agenda, take notes. Close the meeting formally, thanking everybody for their time.
- Start the meeting on time; do not reward latecomers’ bad behavior by waiting for them.
- Take a role call at the start of the meeting by asking callers to say hello and introduce themselves. Even though you may never meet in person, it is a good relationship builder and gets everyone to at least say their name.
- Do make use of guest speakers. Invite a special or important guest and get them to say a few words at the beginning of the meeting. No one will know they slipped out after five minutes and you will get the benefit of undivided attention and best behavior.
- Do not allow the topic to wander. Be polite but firm if people talk too long or over each other.
- Do not assume everyone recognizes your voice. Say your name before you speak. This is particularly important for the person taking meeting notes.
- Do ask for input by using a person’s name. People will pay more attention to avoid the embarrassment of needing the question repeated.
- Remember that you will be talking in front of a group and receiving no visual cues or feedback.
- Use the right phone in a quiet, undisturbed room. Do not use cell phones or phones that pick up background noise. Calling from an open plan office is the equivalent of having a conversation in a nightclub. If you really cannot find a quiet room, use the mute button until you are required to speak.
- Do not shuffle papers; scrape chairs, pencil tap, hum or other distracting, noisy activities. Check your chair to make sure it does not make squeaking noises.

Adapted from Lyndsay Swinton, [www.mftrou.com](http://www.mftrou.com)

# Appendix 15: Improve Board Meetings

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- Name tags for everyone, every meeting. It is embarrassing to have seen people at several meetings and wondered what their names are or simply not remember.
- Post an acronym chart. Make a poster of frequently used external and internal acronyms
- Write an “anticipated action” for each agenda item. Examples: “Finance Committee report, brief questions and answers: no action needed.” “Volunteer recruitment and philosophy: Anticipated Action = form committee of 3-4 board members.”
- Make sure that each person says at least one thing at every board meeting. This is the Chairman’s responsibility, but everyone should help! “Cecilia, you haven’t spoken on this issue. I’m wondering what you’re thinking about it?” “Matt, at the last meeting you made a good point about finances. Are there financial issues here that we aren’t thinking about?”
- No one-way communication from staff. If you have a regular Executive Director’s Report on the agenda, or if another staff member is giving a briefing, be sure that such presentations need a response from the board. If not, put them in writing in the board packet and just ask if there are any questions.
- Do not include committee reports on the agenda just to make the committees feel worthwhile. If a committee has done work but does not need it discussed, put the committee report in the board packet. (In the meeting, Chairman should recognize the committee’s good work and refer people to the written report.)
- Note to the board chairman and the executive director: what are the two most important matters facing the organization—economic downturn, changes in government funding, a competitor organization, demographic changes? Is one of these matters on every board agenda?
- Encourage “dumb” questions, respectful dissent and authentic disagreements. Find a chance to be encouraging, at every meeting: “Sylvia, I’m glad you asked that question. I didn’t know the answer either.” “Duane, I appreciate the fact that you disagreed. Your comment helped make the discussion much more valuable.”
- Make sure the room is comfortable! Not too hot or too cold or crowded. Offer beverages and something light to eat such as cookies or fruit.
- Adjourn on time, or agree to stay later. Twenty minutes before the scheduled end of the meeting, the chairman should ask whether the group wants to stay later: “If we continue this very interesting discussion, we will have to stay fifteen extra minutes to hear the last item on the agenda. Can everyone stay that long, or should we end this discussion and move to the next item?”

**BONUS IDEA:** Confirm meeting time and location annually after appointment of new members

Adapted from Board Café at <http://www.boardcafe.org>

# Appendix 16: Meeting Evaluation

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We highly regard the time and contributions of volunteers. We want to be sure that every meeting is as productive as possible. Input about the meeting helps us fulfill volunteer expectations and increase organizational effectiveness. Thank you for serving in a leadership role.

Meeting Date \_\_\_\_\_

Board Meeting                       Committee Meeting                       Annual Meeting

1. Did you receive enough notice and information (or have access to the information) to adequately prepare for this meeting?

Yes     No                      Comment:

2. Did discussions adhere to the agenda?

Yes     No                      Comment:

3. Was meeting length?     Too Short     Just Right     Too Long

4. Did handouts/reports provide information needed for discussion and decision-making?

Yes     No                      Comment

5. Was the location and room set-up adequate for an effective meeting?

Yes     No                      Comment

6. Did this meeting advance our mission, goals and strategic plan?

Yes     No                      Comment

7. Leaders focus on governance while staff focuses on management. How would you characterize the meeting's discussions and outcomes?

Governance      1      2      3      4      5      6      Management

8. Do we maintain a culture of respect for new ideas, staff and volunteers?

Yes     No                      Comment

Suggestions for improvement:

Name (optional) \_\_\_\_\_

# Appendix 17: Strategic Planning Terminology

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**Strategic Planning** - A process (not an event) to identify, discuss and set outcomes for the organization. Participants should be visionary in understanding and setting a realistic course to best position the organization. The timeframe may cover a year to 10 years, though two to three year plan duration is common.

**Mission Statement** – The mission statement is the foundation of the organization’s purpose. It identifies the organization, the constituency, and the services in one to three precisely worded sentences; also serving a PR purpose. Mission statements are frequently found in or adapted from the bylaws or articles of incorporation.

**Vision Statement** - A lofty statement that answers: "What do we want to be in the long-term future? In writing a vision statement, consider that you have unlimited resources and thus you can take the industry or profession in the best direction to meet their needs. For example, “XYZ organization will be the premier organization in the state to serve the needs of all professionals.”

**Values** - Core values are consistent with the mission. They let others know of the organization’s values. It is better to adopt value statements than to amend the mission, vision or bylaws.

**Goals and Objectives** – The terms are synonymous. Goals are the major thrusts for the organization. The planning process should result in three to seven goals. They should be **SMART**: *S*pecific, *M*easurable, *A*ttainable, *R*ealistic, and *T*ime-Bound.

**Strategies** – Strategies fall under goals. While the goals indicate direction for the organization, the strategies more specifically identify directives for achieving the goals. From a PR perspective, the strategies are judged as to what actions the organization will be undertaking to benefit members.

**Action Steps** – Action steps are specifics to achieve the strategies. Action steps take into account deadlines, quantifiable specifics, persons committed to doing the work, outsourcing, resources, etc.

**Public Relations** – The final process of strategic planning will include telling constituents, allies and others the results of the strategic plan. An important aspect of the strategic plan often neglected.

**Plan Champion** – A person appointed responsible to report on and keep the plan in the forefront of meetings agendas and budgets.

# Appendix 18: Strategic Planning Considerations

At the onset of strategic planning, be sure to consider 5 essential questions before drafting goals. The resulting discussions will be beneficial for leadership understanding and buy-in.

## Considerations

- 1. Does it fit inside our mission?**

All activities and efforts should fit inside the mission statement to respect the founders and protect the organization's tax status.  
Is the mission statement distinct and contemporary? Be careful: treat it like the Constitution, opening it only rarely and wisely to refresh it. Many organizations add vision and value statements to clarify purpose.
- 2. Who is the primary customer?**

Often the association's secondary and tertiary members exhaust the resources from the primary members for whom the organization was created. Be sure the primary members are on the minds of leadership. Do not let new market segments, an abundance of supplier members, etc. distract.
- 3. What is the economic impact?**

The question is a *reality-check* that should be asked often by the treasurer or finance committee. There are plenty of worthy projects an organization can undertake but resources are limited in the form of 1) staff, 2) committees, 3) volunteers and 4) funds. A plan without resources is simply an Illusion.
- 4. Do we know our audiences?**

The strategic plan "positions" the organization. It is an indication to others about the strengths or weakness of the association. How will 1) members, 2) prospects, 3) government, 4) consumers, 5) allied organizations and the 6) media perceive your plan?
- 5. Does the organization have real value?**

Some organizations live in the 60s by offering benefits described as a newsletter, social meetings and rental car discounts. They do not *add value* to the information they process.  
Ask the questions, Are we meeting the critical needs of members?  
Do we *add value* to what passes through our organization? Do members receive a return on investment (ROI)? Can benefits be honed and others dropped? What is our golden handcuff benefit? – A benefit so valuable that no member would drop out of the organization.

Source Bob Harris, CAE, [www.nonprofitcenter.com](http://www.nonprofitcenter.com).

# Appendix 19: Strategic Planning Tools

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## *A Business Review Worksheet - Who You Are...*

Organization Name:

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Year Established:

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Type of Program (non-profit, government, combination):

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Significant Milestones:

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Mission Statement:

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***A Business Review Worksheet – Where You Are...***

Audience Profile (city, county, regional, other):

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Services Offered:

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What technology is Available to You?

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***A Business Review Worksheet – Where You Are Going:***

Goals (The broad statements of good intent adopted by the organization governing body):

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Objectives (specific and measurable actions; quantitative and qualitative; include time frame):

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***A Business Review Worksheet – What Needs to Change:***

*Please identify as Internal or External.*

<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threats</b>

# Appendix 20: Goal Worksheet

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Goals should be SMART in order to be meaningful and achievable. This worksheet is designed to help your team be smart about developing goals. Write your goals in the goal statement section of the worksheet and review the quality of your goals by evaluating them against the reflective questions provided on the worksheet. If your team answers “no” to any of the questions, revise your goal to fit the criteria of a well-written goal.

## Smart Goal Criteria

S – Specific and clearly stated

M – Measurable and based on data

A – Attainable and realistic

R – Realistic in willingness and ability of organization

T – Time-bound

## Sample Goals

To implement the Great American Cleanup with 100 volunteers participating

To educate the community about KAB through quarterly forums on litter prevention, beautification and community greening, and waste reduction and recycling.

**Now, write your goals in the boxes below. Answer the questions below to determine if you have written a goal that measures up.**

<b>Goal statement:</b>		
<b>Goal Review:</b>	<b>Yes</b>	<b>No</b>
Is the goal specific and clearly stated?		
Is the goal measurable and based on data?		
Is the goal attainable and realistic?		
Is the goal related to student achievement?		
Is the goal time bound?		
Revise your goal if you answered no to any questions.		

# Appendix 21: Board Membership

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Boards should be composed of representatives from government, business, and civic. An equal representation from all three sectors is a good guide. Where to find board members:

- Local government (public works/sanitation, Mayor's Office, City Council, Law Enforcement, Health Department, etc.)
- Business/Industry (manufacturing, wholesale, retail, Chamber of Commerce, downtown merchants' association, etc.)
- Professional community (accounting, law, engineering, architecture)
- Civic groups – women's and men's clubs, garden clubs, Junior League, business and professional associations
- Service Clubs – Rotary, Lions, Kiwanis, Optimists, Jaycees
- Neighborhood associations
- Private citizens, homeowners
- Communities of Faith – ministerial associations, coalitions
- Youth agencies – Boy Scouts, Girl Scouts, Camp Fire, 4-H, Boys Clubs, Girls Clubs, YMCA, YWCA, etc.
- Education (superintendent's office, curriculum specialists, high school and/or college students, youth organizations – Key Clubs, Junior Achievement)
- Communications/media (TV, radio, newspapers, public relations and advertising agencies, business communicators)
- Leadership groups

When choosing individuals to direct your KAB affiliate, ask:

- Are they enthusiastic leaders?
- Can they gain the commitment of the citizens to carry out the affiliate mission?
- Can they bring, recruit, or influence financial support?
- Will they help/show up for events?
- Is the potential member free of community and political issues that may compromise the work of the KAB affiliate?

The following points should be kept in mind when selecting members:

- Residency: A good portion of the board, if possible, should be long-term -their effectiveness with other groups is strong and their familiarity with what makes things work in your community will many times expedite completion of projects.
- Time: A member should have time to give to the KAB affiliate and if other commitments prevent them, from giving the time needed then they would not be a good choice.
- Leadership ability: Each member should be a recognized "thought leader" within part of the community.
- Apolitical: Members should not be so closely associated with other community issues to allow the KAB affiliate's work to be compromised in any way.
- Speaking ability: Several members should be good public speakers.
- Beliefs and Values: Each member should be there because he/she believes and values the organization's mission.
- Always be on the lookout for new members – succession planning.

# Appendix 22: Board Recruitment

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Excerpt from *Over Goal! What You Must Know to Excel at Fundraising Today 2<sup>nd</sup> Edition*  
Often, in our haste to meet a deadline for recruiting board members, we whisk through the interview process or skip it entirely, relying on what we know about individuals through other connections or information about them. Even when we do a proper interview, we tend to focus only on the obvious—expertise, experience, interest in serving on the board. We do not dig deep enough into areas that in the end are far better indicators of successful board service.

Here are some questions you may not have thought to ask. They will reveal things that can be important to your organization as you build a relationship that you hope will be durable, motivating, and productive.

- How passionate are you about our cause?
- How much time can you give to us?
- What motivates you as a volunteer?
- What expectations do you have from the management of organizations on whose boards you serve?
- What are your personal dreams or aspirations that could be enhanced by service on our board?
- What professional or personal constraints on your time or service might you anticipate?
- Are you willing to make a financial commitment that is a stretch?
- Of what importance to you is social interaction with other board members?
- How do you feel about performance evaluations of individual board members and boards as a group?
- As you think about the three primary board roles—ambassador, advocate, and asker—in which role(s) do you think you will want to be most active?

## **Conclusion**

These questions should give you a much more detailed profile of your board recruit and provide better information on which to build a productive and mutually fulfilling relationship.

Like hiring an employee, we need to get beyond the obvious information and find out what really motivates a potential board member. Then our job—the even more important one—is to make sure we remember these motivations as we assign, coach, engage, and reward board members.

Kay Sprinkel Grace© 2006. Excerpted from the second edition of *Over Goal! What You Must Know to Excel at Fundraising Today*. Excerpted with permission of Emerson & Church Publishers.

# Appendix 23: Board Nomination Form

---

Nominee: \_\_\_\_\_

Company: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

## ***Talents and Skills:***

Specifically, check the following skills you offer:

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Accounting/Financial | <input type="checkbox"/> Fundraising             | <input type="checkbox"/> Public Speaking        |
| <input type="checkbox"/> Education – Public   | <input type="checkbox"/> Government Partnerships | <input type="checkbox"/> Public Relations/Media |
| <input type="checkbox"/> Youth Leadership     | <input type="checkbox"/> Partnership Development | <input type="checkbox"/> Program Development    |
| <input type="checkbox"/> Event Planning       | <input type="checkbox"/> Legal                   | <input type="checkbox"/> Other _____            |

Please feel free to elaborate on talents and skills you offer:

## **Volunteer Experiences:**

<u>Name of Organization</u>	<u>Type of Organization</u>	<u>Scope/Contributions/Awards</u>
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What other experiences, talents, skills, and affiliations do you feel you could bring to the Board of Directors to help fulfill our mission?

## **Current or Past Board Connections:**

List any past or present board members you know.

**Past Board Contributions:**

If you are a current Board member seeking re-nomination, detail your accomplishments as a member of the Board of Directors. Please be specific to immediate past term:

Please send to Nominations Committee <insert address>

**Due by: <insert date>**

*As an organization, KDB hopes to benefit from your leadership and wisdom, and your commitment will really make a difference in Dallas.*

**Board Members are:**

- ✓ *Elected to serve <insert year> term.*
- ✓ *Encouraged to attend all Board meetings.*
- ✓ *Requested to help with fundraising for the organization.*
- ✓ *Urged to serve on, and participate in the work of, a committee/task force.*
- ✓ *Required to be a dues-paying member.*

Nominee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# Appendix 24: Board Member Profile

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Keep \_\_\_\_\_ Beautiful

Name: \_\_\_\_\_

E-mail: \_\_\_\_\_

Occupation: \_\_\_\_\_

Employer: \_\_\_\_\_

Birthday (month and day): \_\_\_\_\_

Spouse/Children: \_\_\_\_\_

\_\_\_\_\_

Interests/Hobbies: \_\_\_\_\_

1. What interests do you have in regard to the work of the affiliate?
2. Why are you interested in serving on the board?
3. What Board activities (governance oversight, budgetary/ financial, program/project development, member relations) would be of interest to you?
4. What kind of work do you hope you do not have to do as a board member?
5. Would you make a personal financial contribution at a level that is meaningful to you and secure in-kind contributions?
6. What organization(s) are you a member of at the local, state, and national level? Do you see opportunities for the affiliate to work with those organizations?

# Appendix 25: Sample Board Affirmation

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## General

The <insert name Board, Committee> sets mission and vision of the affiliate, establishes policy, determines specific programs, and actively participates in the implementation of the programs.

The members work toward accomplishing the mission of the organization and the KAB Focus Areas of litter prevention, beautification and community greening, and waste reduction and recycling

## Mission

The mission of Keep <insert name> Beautiful an affiliate of Keep America Beautiful is <insert mission - to engage individuals to take greater responsibility for improving their community environment.>

## Responsibilities

- Attend meetings
- Work on a committee/task force
- Participate in one event in each Focus Area
- Represent Keep <insert name> Beautiful at other organization meetings, events and special activities
- Pay annual dues (if applicable)
- Be active or participate in fundraising activities(if applicable)
- Attend an orientation for new members
- Attend annual retreat
- Document volunteer hours
- Assist with collecting data for Annual Report

## Meetings

Date:

Time:

Place:

## Term

<Insert length>

I acknowledge the information outlined in this Affirmation Statement. I agree to do my best to meet the responsibilities. If I am unable to meet the responsibilities, I will tender my resignation.

---

Member Signature

---

Date

# Appendix 26: Board Self-Assessment

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Please rate your assessment of the Board of Directors' performance on a scale of 1 - 5, with 1 = Not At All Confident, and 5 - Very Confident.

Question	Answer
How confident are you that as an effective governing body, the board:	
1. Monitors and evaluates the performance of the executive director on a regular basis?	
2. Ensures legal compliance with federal, state, and local regulations?	
3. Ensures that government contract obligations are fulfilled?	
4. Monitors financial performance and projections on a regular basis?	
5. Has a strategic vision for the organization?	
6. Has adopted an income strategy (that combines contributions, earned income and other revenue) to ensure adequate resources?	
7. Has a clear policy on the responsibilities of board members in fundraising?	
8. Has adopted a conflict of interest policy that is discussed regularly?	
9. Currently contains an appropriate range of expertise and diversity to make it an effective governing body?	
10. Regularly assesses its own work?	
How confident are you that most or all board members:	
11. Understands the mission of the organization?	
12. Are adequately knowledgeable about the organization's programs?	
13. Act as ambassadors to the community on behalf of the organization and its constituencies?	
14. Follow through on commitments they have made as board members?	
15. Understand the role that volunteers play in the organization?	
16. Understand the respective roles of the board and staff?	
17. Are appropriately involved in board activities?	

Please comment:

18. What information, about the organization, behavior change, focus area, board management, would help you be a better board member?

19. When you joined the board, did you have ideas on how you would help the organization that haven't happened? If so, what ideas?

20. What suggestions/questions do you have for the president/chairman or the executive director about the board, your own role, or any other aspect of the organization?

21. Would you like the president/chairman to contact you?

22. As a general evaluation or review, as a board or committee member:

<b>Question</b> (Based on a survey done by the Gallup Organization)	<b>Yes</b>	<b>No</b>	<b>Not Sure</b>
Do you know what is expected of you?			
Do you have the materials and equipment needed?			
Do you have the opportunity to do what you do best?			
Do you have the opportunity to do what you want to do?			
Have you received recognition or praise for doing good work?			
Does someone on the board/committee care about you as a person?			
Do you feel that your opinions count?			
Are members committed to doing quality work?			
Has someone talked to you about your performance as a member?			
Have you had an opportunity to learn and grow?			

# Appendix 27: Member Evaluation

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The board members should conduct a self-evaluation annually. New members will see what is expected of them and continuing members will have an opportunity to monitor their success. It gives feedback to initial members on how they see their performance, attendance and participation.

- Attendance: The evaluation form should include the regular meetings, any special called meetings, annual retreat, orientation, and training.
- Events: The dates of events that members are expected to attend should be listed. If multiple events are planned annually and members are expected at a specific number but all then this should be noted on the form.
- Contribution: The form should provide an opportunity for members to report membership or financial contributions (monetary or in-kind), sharing of skills, supplies or equipment.
- Performance:
  - Did the member prepare for the meeting i.e. reading minutes, committee reports or financial records before the meeting?
  - Does the member seek information outside the regular board meetings?
  - Has the member represented the organization within the community?

Name: \_\_\_\_\_ Term: \_\_\_\_\_ to \_\_\_\_\_

Add the names of each committee/task force that you serve on and dates of any events that you participated in that are not listed. Leave others blank that you did not attend.

Meetings/Events	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Regular Meetings												
Committee/Task Force:												
Committee/Task Force:												
Annual Retreat												
Board Orientation												
National/State Conference												
Great American Cleanup												
America Recycles Day												
Arbor Day												

	Amount/Item	Date	Amount/Item	Date
Membership:				
Donation or Sponsorship:				
Equipment/Supplies:				
Skill:				

	Time Donated						
July							
August							
September							
October							
November							
December							
January							
February							
March							
April							
May							
June							

**Rate your board member's performance in the following areas:**

Member's level of board meeting preparation i.e. reads minutes, looks at packets

Excellent	Above Average	Average	Below Average	Low
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Member independently/routinely seeks information outside information in board packets

Excellent	Above Average	Average	Below Average	Low
-----------	---------------	---------	---------------	-----

Member's level of participation in meetings is ...

Excellent	Above Average	Average	Below Average	Low
-----------	---------------	---------	---------------	-----

Member represents the organization and serves as an ambassador with other groups

Excellent	Above Average	Average	Below Average	Low
-----------	---------------	---------	---------------	-----

Member has demonstrated overall interest in and commitment to mission of affiliate

Excellent	Above Average	Average	Below Average	Low
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# Appendix 28: Board Exit Interview

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Your service as a board member is deeply appreciated. Your input will assist our affiliate in providing the best experience possible as a board member and develop materials to improve the experience. Thank you for serving.

1. How would you describe your overall board experience? Did you feel your talents and experience were used and your perspective respected?
2. What were the biggest challenges to you in performing your board responsibilities?
3. What could the board or staff have done to improve your experience?
4. Did you feel the expectations of you as a board member were realistic? If not, why not?
5. How do you think the board as a whole functions? What improvements to meetings or structure would you suggest?

# Appendix 29: Staff Hiring Guide

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The executive director is the manager of the daily operations of the organization. The executive director joins the national network of affiliate professionals. The major job responsibilities include:

- Commit to the Mission
- Lead the Staff and Manage the Organization
- Exercise Responsible Financial Stewardship
- Lead and Manage Fundraising
- Follow the Highest Ethical Standards, Ensure Accountability, and Comply with the Law
- Engage the Board in Planning and Lead Implementation
- Develop Future Leadership
- Build External Relationships and Serve as an Advocate
- Ensure the Quality and Effectiveness of Programs
- Support the Board

(Source: Board Source)

## **RECOMMENDED SKILLS**

- Organizational management skills
- Financial management skills, including budgeting
- Self-starter with demonstrated efficiency and ability to handle details
- Initiative coupled with willingness to take direction from the Chairman and Board
- Enthusiastic and positive attitude
- Ability and willingness to delegate
- Public speaking skills: poised, persuasive, articulate
- Writing skills
- Experience in dealing with community/volunteer management
- Familiarity with media, volunteer network, corporate structure and political process
- High energy level
- Knowledge of the community
- Computer experience, including word processing, database, spreadsheet, PowerPoint and accounting software

## **MAJOR RESPONSIBILITIES**

### **Administrative**

- Manage the daily operations of the KAB affiliate organization
- Report directly to and coordinate with the Chairman
- Assure that all reporting requirements are completed on schedule
- Assist the Treasurer/Finance Committee in preparing and maintaining organization budget; develop estimates of needs and operating requirements; provide support materials for fundraising efforts by the Board; monitor expenses
- With Secretary, prepare and distribute minutes of KAB affiliate board meetings.
- Submit Semi-Annual Survey Report, Annual Report, Cost/Benefit Analysis, KAB Litter Index, and payment of annual fee to KAB
- Maintain office; supervise staff

## **Public Relations**

- Serve as primary contact person and liaison of information on KAB activities
- Prepare reports, news releases, media packets, media advisories, fact sheets and other program materials for public awareness
- Conduct workshops
- Maintain current media contact list

## **Volunteer Management**

- Orient and train volunteers
- Develop volunteer job description
- Prepare and implement volunteer recognition

## **CHARACTERISTICS**

**Management and Delegation:** An executive director is foremost an effective manager and delegator. Good management means primarily working through people. The executive director should be an enabler and facilitator of volunteer growth and involvement.

**Enabling the Board:** The executive director provides materials, research assistance, reports, and resources so the board may make decisions to govern the organization.

**Working with People:** Since KAB affiliates are primarily a volunteer organization, the executive director should maintain and expand the volunteer base. Volunteers have varying capabilities and volunteer opportunities should be interesting and meaningful.

**Communication:** An executive director must communicate clearly and succinctly and be a good listener.

## **JOB OVERSIGHT AND SALARY**

In a non-profit, the executive director is employed by the Board of Directors and typically works closely with the Chairman. In a governmental agency, the executive director is a government employee. The Chairman should discuss the job responsibilities with the employee and the employee's supervisor to ensure that no conflicts arise between the board request for action and the executive director's job responsibilities as a government employee. In most communities, the executive director is a full-time, salaried position. The salary range is usually comparable with professional positions of nonprofit organizations in the area. The Board should provide an annual evaluation.

## **Sources to Contact to Find an Executive Director:**

- City/County government
- Chamber of Commerce
- Loaned Executives
- Civic organizations
- Keep America Beautiful and State Affiliate, when applicable

## **Advertise the Position:**

- KAB E-News
- Local employment agencies and Internet websites
- Newspaper ads
- Word of mouth

# Appendix 30: Staff Evaluation

<b>Prepared for:</b>						
<b>BOARD AND COMMUNITY RELATIONS</b>	1 = Strongly Agree	2 = Agree	3 = Neutral	4 = Disagree	5 = Strongly Disagree	N/A = No Opinion
Implements the goals of the Board						
Maintains positive liaison with the Board, committees and volunteers						
Allocates resources in a manner which is understood by the Board						
Serves as a representative for the affiliate to the media, general public and other external parties						
Maintains positive liaison with elected and appointed officials						
Alerts members to current and future trends that affect the affiliate						
Provides good counsel						
Demonstrates commitment to improving the affiliate						
Executive Director and Board relationship is collegial/respectful						
Board has trust and confidence in day to day operations of the affiliate						
<b>AFFILATE MANAGEMENT</b>	1 = Strongly Agree	2 = Agree	3 = Neutral	4 = Disagree	5 = Strongly Disagree	N/A = No Opinion
Is knowledgeable about by-laws, policies and organizing documents of the affiliate and uses this knowledge to recommend courses of action						
Anticipates problems and is resourceful in dealing with them						
Assumes responsibility for making decisions within policy framework						
Makes tough decisions when needed and sees them through to completion						
Manages so that priority matters receive appropriate attention						
Has a sense of what must change and what must remain the same to accomplish the organization's mission and realize its vision						
Monitors the organization's finances and operations in relationship to the approved budget and makes informed financial decisions						
Uses good fiscal judgment in managing operations						

Leadership has improved our financial resources and accountability						
Leadership has increased the affiliate's goodwill in the community						
Affiliate is in good standing						
<b>VOLUNTEER AND STAFF RELATIONS</b>	1 = Strongly Agree	2 = Agree	3 = Neutral	4 = Disagree	5 = Strongly Disagree	N/A = No Opinion
Recruits and retains competent volunteers						
Makes a consistent effort to train and provide feedback						
Helps volunteers work together to achieve the affiliate's goals and objectives						
Provides consistent recognition and support to volunteers						
<b>PERSONAL CHARACTERISTICS</b>	1 = Strongly Agree	2 = Agree	3 = Neutral	4 = Disagree	5 = Strongly Disagree	N/A = No Opinion
Reliable and meets deadlines						
Expresses an ability and willingness to work with others						
Demonstrates ability to communicate effectively, both orally and in writing						
Deals effectively with pressure situations						
Models effective behaviors and skills						
Responds appropriately to advice and constructive criticism						
Has the necessary knowledge and skills to be an effective Executive Director						
Has the necessary personal characteristics to be an effective Executive Director						
<b>General Questions:</b>						
1) What have been the major achievements/shortcomings of the Executive Director over the past 12 months? (Provide specific examples if available)						
2) Did the Executive Director live up to the written or expressed goals and objectives developed by the affiliate? Explain.						
3) Did the Executive Director live up to organizational expectations? Explain.						
4) Has the affiliate benefited from the leadership of this Executive Director? Explain						
5) If you could give 2 pieces of advice to this employee, what would it be?						
<b>Prepared by:</b>					<b>Date:</b>	



# Appendix 32: Volunteer Liability

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The information is provided as a general introduction. Your organization should investigate issues at the local level to determine what steps you should take concerning board and volunteer liability.

## **The Nonprofit Risk Management Center**

The Nonprofit Risk Management Center was established in 1990 to provide assistance and resources for community-serving nonprofit organizations. As a nonprofit, the Center is uniquely positioned to both understand and respond to questions with practical, affordable suggestions for controlling risks that threaten a non-profit's ability to accomplish its mission. The Center has a "Volunteer Risk Management" tutorial on-line at [www.nonprofitrisk.org](http://www.nonprofitrisk.org) to check your knowledge of risk management and offers technical assistance.

## **United States Volunteer Protection Act**

The Volunteer Protection Act [42 U.S.C. § 14503(a)] provides immunity for volunteers serving nonprofits or government for harm caused by their acts or omissions if:

- The volunteer was acting within the scope of his/her responsibilities at the time of the act/omission.
- The volunteer was properly licensed, certified or authorized to act, if appropriate or required.
- The harm was not caused by willful, criminal or reckless misconduct, gross negligence or a conscious, flagrant indifference to the rights or safety of the individual harmed.
- The harm was not caused by the volunteer operating a motor vehicle, vessel or aircraft where the state requires an operator's license and insurance.

## **Many Volunteers Remain Liable**

Despite the Volunteer Protection Act, many volunteers remain fully liable for any harm they cause, and all volunteers remain liable for some actions. The law only protects volunteers serving certain nonprofits and governmental entities. The VPA does not prevent a nonprofit from bringing an action against a volunteer, certain nonprofits and governmental entities.

## **"Volunteer Protection" Laws Exist in Every State**

Every state has some form of volunteer protection laws. Some state volunteer protection laws only protect directors and officers serving nonprofits, while others protect narrow categories of volunteers, such as firefighters or other emergency service personnel. There is a wide range of exceptions to the protections afforded under these laws, as well as other differences reflecting the preferences or specific concerns of the state. The federal Volunteer Protection Act preempts state laws "to the extent that such laws are inconsistent with the Act." However, it does not preempt the additional protection from liability for volunteers that states may provide nor does it preempt a number of other conditions. You need to know what protection your state does and does not afford volunteers. One resource is the Nonprofit Risk Management Center's "State Liability Laws for Charitable Organizations and Volunteers" which may be downloaded from the Center website.

## **Insurance**

### **Does Not Prevent Losses**

Insurance also does not safeguard volunteer program participants, but it can help pay for insured losses and the cost of investigating or defending allegations of wrongdoing. The types of losses that may occur determine what types of insurance are appropriate. Major categories of claims include:

- Claims filed against the nonprofit that result from harm or loss suffered by volunteer workers while providing service for the organization or loss caused by volunteers while performing their service.
- Claims filed against the volunteer alleging harm caused by the volunteer while performing service for the organization.

### **No Single Policy Addresses Every Risk**

Various insurance products respond to the different types of claims and losses that might result from volunteer service. For example, medical claims for a volunteer's services-related injuries will first be covered by the volunteer's existing health care coverage. You might consider buying a Volunteer Accident Policy to provide excess coverage over the volunteer's personal coverage. Accident and injury policies will pay claims regardless of who is at fault. Since they provide "excess insurance"--they pay only after other available insurance pays--these policies are relatively inexpensive. Some organizations choose to purchase more costly "primary coverage" by including volunteers under Workers' Compensation policies.

### **Other Types of Insurance**

Insurance is available to protect the nonprofit from harm caused by volunteer staff. To protect your nonprofit against liability claims, look at Commercial General Liability, Directors' and Officers' Liability, Professional Liability and Automobile Liability coverage. Every nonprofit should identify an insurance professional (agent, broker or consultant) who can help the organization evaluate its need for insurance coverage and coordinate the submission of applications for coverage with various insurance companies.

Provided by Nonprofit Risk Management Center



Keep America Beautiful, Inc. is a nonprofit community improvement organization whose network of local, statewide and international affiliates educate individuals about litter prevention, beautification and community greening, and waste reduction and recycling. Through partnerships and strategic alliances with citizens, businesses and government, Keep America Beautiful's affiliate motivate millions of volunteers annually to clean up, beautify and improve their neighborhoods, thereby creating healthier, safer and more livable community environments.

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