

agenda

Keep Winter Park Beautiful & Sustainable Advisory Board

June 20, 2017 at 11:45 AM

Chapman Room / City Hall
401 Park Ave S. / Winter Park, Florida



1: Administrative

a. Member Introduction

a. Approval of Minutes

May 16 KWPBS Advisory Board Meeting Minutes

b. Citizen Comments

Limited to 3 minutes per person

c. Staff Report

Emailed monthly along with agenda and minutes. This time may be used to request more information on individual items

June 2017 Staff Report

KFB Annual Conference Recap

Please let us know if you would like a printed version of the KAB Board Book.

2: Action

a. Nominate Chair and Vice Chair Positions

b. CFL BOTB Sponsorship

3: Informational

a. Green Minute

Share a personal story about sustainability

b. KWPB - Status report KWPB

Status Report from KWPB

c. Sustainability Action Plan

Status Report from SAP

Renewables Commitment

d. Finance

Status Report from Finance

4: New Business

a. Agenda Requests and/or announcements

5: Adjourn

a. Action Items:

Review action Items identified during meeting.

b. Evaluate Meeting:

What worked? Didn't work?

c. Next Meetings:

July 18, 2017

Appeals and Assistance

"If a person decides to appeal any decision made by the Commission with respect to any matter considered at such meeting or hearing, he/she will need a record of the proceedings, and that, for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F.S. 286.0105)

"Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office (407-599-3277) at least 48 hours in advance of the meeting."

Meeting Protocol

The protocol described below is used to conduct an orderly meeting of the Keep Winter Park Beautiful and Sustainable Advisory Board. It is the Chair's option to follow or deviate from these guidelines during any meeting of the Board.

- Agenda item is brought up by Chair;
- Chair recognizes the staff for department input;
- Staff will present the item and state department recommendation if appropriate;
- The staff or Board Chair may recognize the individual or group requesting the action and present the opportunity to address the Board and present the details of their request. This presentation should be brief (3-5 minutes)
- The Chair will recognize the Board members and provide an opportunity for questions from the item sponsor or department staff;
- The Chair will entertain any motion from the Board regarding the agenda item;
- Once the item has been motioned and received a second, the Chair will ask if there is any public comment about the issue. (Public comment comes before the Board discusses the motion.) Public comment will be held to 3 minutes each;
- The public comments are closed by the Chair once all citizens who wish to speak have been given an opportunity;
- The Chair will recognize the Board members for discussion of the motion. Any Board member may address a question to the sponsor, to the department staff or to a citizen if appropriate;
- Once there is no further discussion, or if the Question has been called (debated and voted affirmative), then the Chair will request the Board moves to a vote.

**THE CITY OF WINTER PARK
KEEP WINTER PARK BEAUTIFUL AND SUSTAINABLE**

**Regular Meeting
City Hall, 401 Park Ave. S.**

**May 16, 2017
11:46am**

MINUTES

Present: Bruce Thomas, Sally Miller, Ellen Wolfson, Mary Dipboye, Stephen Pategas, Ben Ellis

Absent:

City of Winter Park Staff: Kris Stenger, Building and Sustainability Manager; Vanessa Balta Cook, Building & Sustainability Planner

Guests: Pat Schoknecht; Deidre MacNab; David Bottomley, League of Women Voters of Florida

CALL TO ORDER: Ch. Thomas called the meeting to order at 11:46 a.m.

1. ADMINISTRATIVE ITEMS

Approval of Minutes

Ellen W. made a motion to approve April 18, 2017 minutes. Mary D. seconded the motion. Minutes were approved as presented.

Citizen Comments:

David Bottomley mentioned the Storm Drain Labeling Program by Orange County Environmental Protection Division. Labels are available, say “No Dumping: Only Rain in the Drain,” has a turtle on it. Potential volunteer activity.

Staff Report:

Staff report was emailed to board members. Vanessa B.C. introduced herself to the board. Staff provided a recap of Don’t Pitch It Fix It event. Staff provided updates on current efforts to replace styrofoam containers at Westminster Winter Park Retirement Community and upcoming “Central Florida Battle of the Buildings” competition. Hazardous Waste Event Frequency, RFID system and comingling issue mentioned by Mary D., and 1-1-1 Collection was also discussed.

2. ACTION

3. INFORMATIONAL

a. Green Minute

Mary-100th solar coop through community power network will start in Seminole County Press Conference this Thursday, 3 months to join, FLSun.org.

Kris-Described ScrapExchange in Durham, NC

Bruce-asked about undergrounding status.

Stephen-City Code Enforcement will be presenting at an upcoming Winter Park Blooms meeting.

Group discussed possibility of canceling one of the summer meeting dates or doing the tour.

b. KWPB – Status Report KWPB&S

Stephen P. provided a recap of America in Bloom (AIB) judging, participants, sponsorship, promotion, logistics, and caladium sales. Potential of providing extra caladiums to Green School

Grant Recipients and/or AIB participants was discussed. Also reviewed some of the AIB judges' recommendations (e.g., entry signs need for color/landscaping, signage on Park Ave., murals, branding of trash containers, columns, bike signage, community profile should highlight new items each year). Also mentioned merchants' container contest, caladium photo contest, and volunteer appreciation event. Discussed caladium sales money being used for projects related to AIB recommendations. Volunteer event to scrape soil off from trees where City picks up the excess soil was also discussed (have support by Forestry and Parks Departments). Can use existing volunteers, Rollins Summer Serve program might be an option.

c. **Sustainability Action Plan**

none

d. **Finance**

Final invoices for Earth Day are being processed.

e. **FL SUN**

Deidre Macnab of the League of Women Voters of Florida presented on Florida Solar United Neighborhoods (FL SUN)/solar co-ops. Topics included FL's solar potential, residential and commercial right to solar, net metering requirement, Amendment 4, increasing interest in solar public information sessions, program partners (e.g., cities, counties, non-profit organizations, faith-based organizations), decreasing costs of solar, and existing support mechanisms (e.g., PACE). Seeking out venues and/or promotion for solar public information sessions. Discussion topics included cost of batteries, cost of roof replacement, Tesla's shingles, City setting a renewable energy target, need for Utilities Advisory Board involvement, and Orlando joining "Ready for 100" campaign. The City's recent efforts by Buildings and Public Works increasing solar and upcoming related RFPs was also discussed.

4. NEW BUSINESS

- a. **Agenda Requests/Announcements/Action Items:** The board requests staff provide city building performance data report, status update on waste containers tracking system, and status update on undergrounding for next meeting. The board requests the tour of the Swoope Water Treatment Facility be a workshop, Vanessa B.C. will send out doodle poll.

5. ADJOURNMENT

a. **Action Items**

b. **Evaluate Meeting**

- What worked:
- What didn't work:

Stephen P. made a motion to adjourn at 1:14 p.m., seconded by Ellen W. Next meeting June 20, 11:45am at City Hall.

Respectfully submitted,

Vanessa A. Balta Cook
Recording Secretary

June 2017 STAFF REPORT

Focus Area	Topic	Status Update	Next Steps
Community Engagement & Green Economy	Sustainability Website	<ul style="list-style-type: none"> ➤ Reviewing existing pages 	<ul style="list-style-type: none"> ➤ Update webpages by focus area
	Watershed Cleanups (Open to the public)	<ul style="list-style-type: none"> ➤ July 29-Lakes Forest and Grace <ul style="list-style-type: none"> ○ 6/1 Email campaign to sustainability mailing list ○ City's Social Media ○ Volunteermatch ○ 23 RSVPS (6/12) ○ Will be on digital screens 	<ul style="list-style-type: none"> ➤ Continue email campaign to 500+ sustainability mailing list ➤ Re-post to City's Social Media ➤ Next clean-up: October 7th Lakes Midget & Rose
	Watershed Cleanups (community groups)	<ul style="list-style-type: none"> ➤ Mennonite Church, July 5th and 6th, 100 participants each day, providing water & snacks ➤ UCF Knights Give Back, October 28th, capped at 100 participants 	
Waste Diversion & Recycling	Solid Waste Contract	<ul style="list-style-type: none"> ➤ WastePro working with FleetMind (Smart Truck Fleet Management System) to get hardware to function properly (repairs), geolocations have been set-up. Estimate system should be fully functional and able to provide usable data in a month. 	<ul style="list-style-type: none"> ➤ Begin audit of routes and pilot for targeted contamination reduction education.
	Recycling Labeling	<ul style="list-style-type: none"> ➤ Purchased and received large and small "trash" and "mixed recycling" Recycle Across America labels. 	<ul style="list-style-type: none"> ➤ Determine recycling needs of Park Avenue and beyond Businesses ➤ Determine recycling needs of Private schools (public schools are being provided labels by OCPS and Bank of America) ➤ Update City's solid waste/recycling website with Recycle Across America Winter Park video and HHW/E-Waste drop-off locations

June 2017 STAFF REPORT

			<ul style="list-style-type: none"> ➤ Work with WastePro to encourage Multi-family recycling programs ➤ Disseminate Recycle Across America labels
	Cigarette waste disposal	<ul style="list-style-type: none"> ➤ Purchased side mount ash urns for trash cans along central park 	<ul style="list-style-type: none"> ➤ Determine cigarette waste disposal needs along Center Street
	Bottle filling stations	<ul style="list-style-type: none"> ➤ Purchased, received 6 drinking fountain/bottle filling station ➤ Facilities to coordinate installation with newly hired plumber 	<ul style="list-style-type: none"> ➤ One installed at Cady Way Park ➤ Five to be installed at other city parks
	Composters	<ul style="list-style-type: none"> ➤ Reviewing protocol for obtaining composters 	<ul style="list-style-type: none"> ➤ Add request form/information to website ➤ Promote on Social Media
	Household Hazardous Waste and E-Waste	<ul style="list-style-type: none"> ➤ Reviewing City website's solid waste page 	<ul style="list-style-type: none"> ➤ Update page with information on Seminole and Orange County drop-off locations and events ➤ Consider holding separate E-Waste Event (different location), work with A-1 Assets
Mobility and Urban Form	Electric Charging Stations	<ul style="list-style-type: none"> ➤ 5 new one unit chargers are being purchased to be installed at select city locations 	
	BikeShare	<ul style="list-style-type: none"> ➤ Transportation Advisory Board continues to review feasibility of a city BikeShare program; UCF students presented a report on this topic during a special TAB Board Meeting in April. 	<ul style="list-style-type: none"> ➤ Next TAB meeting: 2nd Tuesday of the month
Buildings, Energy, and Water	Community Solar	<ul style="list-style-type: none"> ➤ \$300K in FY 2018 budget being proposed to go toward rolling out solar on water treatment facilities 	

June 2017 STAFF REPORT

	SolSmart	<ul style="list-style-type: none"> ➤ SolSmart application underway. http://www.seia.org/act-now/help-your-community-become-solsmart Estimated to achieve Bronze designation by mid 2017. 	Potential Revenue Source similar to OUC where “green energy” would be purchased at a small premium. CIP project proposal has been submitted. Application submitted for SolSmart Community designation and intern
	Winter Park Electric Conservation Program	<ul style="list-style-type: none"> ➤ FY 16-17 and 17-18 will be funded at \$50,000. 	<ul style="list-style-type: none"> ➤ Analyze City rebate program, consider low-income 100%, bids? (October 1) ➤ Review and update audit information on website ➤ Promote Audits through City’s Social Media
	PACE	<ul style="list-style-type: none"> ➤ Number of Applications to Date: 4; Projects Funded 2 ➤ Contacting PACE providers for Brochures for Energy Audit Kits and Interested Parties 	<ul style="list-style-type: none"> ➤ Update Sustainability Pages to include PACE information
	Central Florida Battle of the Buildings (BOTB)	<ul style="list-style-type: none"> ➤ Compiling contact information for houses of worship, businesses, Rollins, Winter Park Hospital, and Winter Park Housing Authority 	<ul style="list-style-type: none"> ➤ Kick-Off, City of Orlando City Hall, June 21, 6-9pm ➤ Promote competition on Social Media ➤ Provide a workshop on Energy Portfolio Manager & BOTB
Natural Resources & Systems	Environmentally-Friendly Standards for Tree Removal	<ul style="list-style-type: none"> ➤ Looking at ways to link builders to green standards (LEED, National Green Building Standard, FL Green Building Coalition Standard, Green Globes) 	<ul style="list-style-type: none"> ➤ Look at ways to apply this when: <ul style="list-style-type: none"> ○ New home being built with the historic districts ○ Building area expanded by 5% beyond restrictions
Local Food & Agriculture	Good Food Central Florida	<ul style="list-style-type: none"> ➤ Next meeting: 6/22 	
Local Government Operations	Recycling	<ul style="list-style-type: none"> ➤ Purchased and received large and small “trash” and “mixed recycling” Recycle Across America labels. 	<ul style="list-style-type: none"> ➤ Place “mixed recycling label” on existing city trash bins. ➤ Provide smaller bin, attachable to existing bin, for waste, affix RAA “trash” labels.

June 2017 STAFF REPORT

	Electric Fleet	<ul style="list-style-type: none"> ➤ 1 electric vehicle has been purchased for the City's Building & Permitting Department 	
Grants	SSCF/Kendeda Fund Grant-Social Equity & Climate Change	<ul style="list-style-type: none"> ➤ Working on LOIs, ~\$150K/yr for 2 years 	<ul style="list-style-type: none"> ➤ Submit LOIs, Proposal
Fundraising	Earth Day	<ul style="list-style-type: none"> ➤ Earth Day events funds approved for 2017-2018 ➤ Strategy and subcommittee for 2017 needs to get started in August or September. ➤ Sponsorship and fundraising are KWPB board member responsibilities 	
	Utility "Round Up" Program	<ul style="list-style-type: none"> ➤ Account holders could "round up" their bill to the nearest dollar and the change would go to energy efficiency projects, sustainability initiatives, and the conservation program 	<ul style="list-style-type: none"> ➤ Looking at bill assistance funding potential

KEEP AMERICA
BEAUTIFUL

BOARD MEMBER TRAINING

*Step up to a clean, green and
beautiful community*



KAB.ORG

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Keep America Beautiful, Inc.

Behavior Change Introduction

Keep America Beautiful (KAB) is a leading nonprofit which envisions a country where every community is a clean, green, beautiful place to live. KAB provides the expertise, programs, and resources to help people end littering, improve recycling, and beautify communities. Our collective actions champion environmentally healthy, socially connected, and economically sound communities. KAB brings people together to transform public spaces into beautiful places.

The ideal of keeping America beautiful is a personal commitment to the actions that preserve natural beauty, protect the environment, prevent blight, reduce waste, improve public lands, and make our communities safer places to live. This commitment starts with volunteers who are motivated and active within their communities. Their efforts supplement KAB's larger movement along with the commitment of other public and private partners who champion America's communities and environment through financial support of our programs.

VALUES

- Inspire— We **lead by example** and **inspire** others to take action.
- Integrity— We act with **integrity** and **respect**.
- Teamwork— We build community by **working together**.
- Passion— We bring **passion** to our purpose.

MISSION

To inspire and educate people to take action everyday to improve and beautify their community environment

IMPACT GOALS

- **END LITTERING**
 - Reduce litter by 35% in Keep America Beautiful affiliate service areas
- **IMPROVE RECYCLING IN AMERICA**
 - Improve recycling attitudes and behavior by 20% nationally
 - Improve recycling quality by 15% in affiliate service areas
- **BEAUTIFY AMERICA'S COMMUNITIES**
 - Improve, restore and maintain 1 million public spaces

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 research investigation 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 are often 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** – These are 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** – These are areas behind retail and wholesale businesses where products are loaded/unloaded from trucks and trailers. These settings tend to become littered with cigarette butts, confection, and paper.
 - **Recreational Areas** – This includes parks, beaches, courts, and open areas where people congregate for leisure activities create opportunities for littering.
 - **Construction sites** – These are 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 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. A great deal 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), while 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 in order to prompt individuals to properly dispose of waste.

- **The Individual**

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

People vary in terms of their personal obligation to not litter. Researchers have found that this personality factor is a key predictor of whether or not someone will litter. Individuals who hold the belief that littering is wrong, and consequently feel a personal obligation to not litter, are less likely to do so.

- **The Environment**

Research has consistently found a strong relationship between a setting's appearance and littering behavior. One of the strongest contributors to littering is the prevalence of existing litter. Individuals are much more likely to litter into littered environments. The presence of litter in an area conveys a norm that littering is a common behavior and acceptable. Conversely, communities where there is little visible litter are likely to maintain that status. As a result, posting litter prevention signs in already littered environments is unlikely to be effective, as the littered setting sends a strong message that littering here is common. These research findings support the need for ongoing cleanup and beautification efforts. Where plants and infrastructure are attractive, people are less likely to litter.

- **Receptacles**

Access to nearby trash and recycling receptacles is a simple strategy to promote the desired behavior. Researchers have found that the availability, appropriateness, and proximity of trash receptacles leads to proper disposals.

- **Social Norms**

A norm is a pattern of behavior that is accepted, expected, and reinforced. This means any evidence that a behavior is common indicates a norm that that behavior is typical and accepted. For example, a heavily littered environment indicates that the norm is to litter, while a clean environment indicates the norm is to not litter, similarly, finding recyclables disposed in a trash can indicates that the norm is to not recycle appropriately, while finding recyclable objects disposed appropriately indicates that the norm is to recycle appropriately.

People are more likely to feel it is acceptable to litter in settings where:

- There is no sense of ownership
- Litter is present
- There is no receptacle nearby
- Beautification is low

People are more likely to feel it is acceptable to litter if "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."

The following behaviors can reduce littering:

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

KAB BEHAVIOR CHANGE SYSTEM

For 40 years, KAB has successfully pursued a behavioral approach to litter prevention, community beautification, and waste reduction and recycling. The KAB Behavior Change System, developed by Dr. Robert F. Allen of the Human Resources Institute, determined that behavior change is the only effective way to achieve lasting, sustainable improvement in community quality of life related to littering behavior. Keep America Beautiful staff collaborated with leading behavioral scientists to evaluate the KAB Behavior Change System in 2016. The Behavior Advisory Council included:

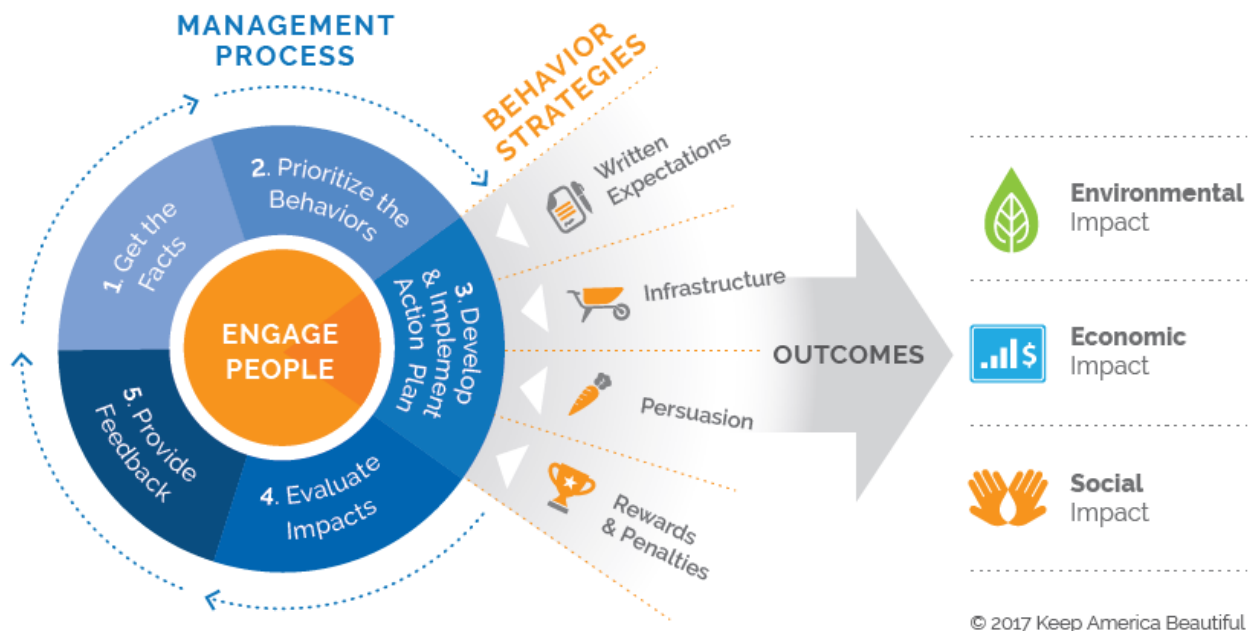
- Dr. Renee Bator, Professor of Psychology at State University of New York, Plattsburgh
- Dr. Jessica Nolan, Professor and Head of the Conservation Psychology Lab at University of Scranton in Pennsylvania.
- Dr. E. Scott Geller, Alumni Distinguished Professor Virginia Tech
- Dr. Doug McKenzie-Mohr, Founder of Community Based Social Marketing
- Dr. Judd Allen, President of the Human Resources Institute and Wellness Culture Coaching
- Dr. Wesley Schultz, Dean of Graduate Studies and Research at California State University, San Marcos

The Keep America Beautiful Behavior Change System is an integrated approach that serves as the primary tool for the development and implementation of behavior change programs by affiliates and partners.

The process engages people at every step and includes:

- Five Step Management Process
- Four Behavior Change Strategies

Keep America Beautiful Behavior Change System



FIVE STEP MANAGEMENT PROCESS

At every step of the Keep America Beautiful Behavior Change System, our affiliates are encouraged to collaborate with leaders and volunteers from all segments of the community.

Step 1 - Get the Facts

This step involves establishing a baseline inventory of community needs. What are the written expectations (ordinances/policies)? Are there rewards or penalties related to written expectations (e.g. determine incentives and/or enforcement)? Are tools provided (e.g. checklists or templates)? How is technology used? What educational initiatives are provided?

The specific method employed in Step 1 can vary depending on community needs. However, we recommend conducting preliminary interviews with professionals and interested stakeholders to determine the following: what ordinances or policies are in place, document incentives and enforcement, identify available tools and/or technology as well as any educational initiatives. This research may involve surveys, focus groups, literature reviews, as well as third-party research. Key stakeholders will review the following:

- ✓ Baseline Community Appearance Index – Litter Index
- ✓ Baseline Community Appearance Index – Optional Indices for Graffiti, Illegal Signs, Outside Storage, and Abandoned/Junked Vehicles (when applicable)
- ✓ Focus Area Inventory
- ✓ Annual Follow-ups of Community Appearance Index – Litter Index and Optional Indices (when applicable)
- ✓ Public Space Recycling and Waste Audits

During Step 1 the affiliates will determine the community leaders, key stakeholders (involved in the research), and volunteers. These key collaborators will also be involved in each of the following steps of the process.

Step 2 - Prioritize the Behavior

With facts gathered, affiliates will prioritize the specific behaviors identified from the fact gathering tools and baseline inventory. “According to behavioral scientists, a behavior is an observable action made by an individual. The KAB 5-Step model works best when targeting specific behaviors that have a strong connection with the selected objective.” Identifying the behaviors, will help determine the appropriate behavior change strategies.

Once behaviors are identified then they can be prioritized. As an example, the Keep America Beautiful Behavior Change System works through an evaluation of the normative systems in each target community that unwittingly prompt littering behavior and by identifying the behavior strategies or pressure points to stop littering.

During Step 2, affiliates will identify the leaders and stakeholders who will prioritize the behavior.

Stakeholders may include government, business and civic leaders, including but not limited to:

- Elected officials
- Appointed government officials
- Chamber of commerce and business leaders
- Neighborhood leaders
- School superintendents, principals, teachers, and parent associations (public or private)
- Civic clubs/organizations
- Student groups (students councils, Boy Scouts, Girl Scouts, Boys and Girls Clubs)

Step 3 - Develop and Implement Action Plan

After identifying the facts from Step 1, and prioritizing the target behaviors from Step 2, affiliates will next create an action plan. The plan should identify the who, what, where, when, and why of the specified issues and applicable behavior strategies.

- Written Expectations - What are our written expectations for behavior? *Examples: guidelines, memorandum of understanding, contracts, policies, ordinances*
- Rewards and Penalties - What consequences are currently in place that either prompt or discourage littering? *Examples: compliance education, public awareness of the laws and expectations; education of officials and staff; social norms and social diffusion*
- Infrastructure - What are the resources and technologies needed to support behavior change? *Examples: technology (equipment or tools) and structural change (physical environment)*
- Persuasion - What methods will be used to educate others about the target behavior change and how can these key stakeholders support those methods? *Examples: social marketing concepts including commitment, prompts, as well as communication actions that include school programs*

Leaders may identify applicable Keep America Beautiful programs, tools and resources to include in their plan. These may include, but are not limited to:

- Great American Clean-up (including National Planting Day)
- America Recycles Day
- Cigarette Litter Prevention Program
- Youth initiatives and tools:
 - KAB Schools – Litter Free, Tree Trails, and Waste Audit
 - Waste in Place and Secondary School Guide for Service and Place-Based Learning
 - Youth Advisory Council
 - Recycle-Bowl

The planning process should use SMART (Specific, Measurable, Achievable, Realistic, and Timely) methodology.

In order to develop the plan, during Step 3, the affiliates will primarily collaborate with the affiliate board, committee/task forces, and key volunteers. The leaders should refer to discussions with community leaders involved in Step 1 and Step 2. The implementation of the action plan should engage those who were involved in developing the plan, while also considering the audiences whose behaviors will be addressed. The board should be in a governance role at this point. While members may volunteer, the community leaders should implement the plan. Persuasion strategies will be used to engage community leaders.

Step 4 - Evaluate Impacts

Step 4 is used to measure the degree of behavior change and specific community improvements. The target behaviors include measures of litter, graffiti, vandalism, recycling contamination, recycling awareness, etc. Results may be documented through the following: pre- and post- surveys (e.g., the Community Appearance Index), volunteer counts, number of trees planted, amount of litter collected, etc. The focus should be on results that show a change in behavior aligned with the action plan goals and objectives.

These objective measures will enable stakeholders to identify any settings that are unsuccessful and consider modified techniques to address specific challenges. A primary component of the KAB process is to use tools to measure litter, recycling, and other outcomes before and after program implementation.

It is critical to engage key individuals in Step 4. Affiliates should document which stakeholders were involved in plan development and which stakeholders were involved in implementation. This step enables affiliates to identify both successes and gaps. The outcome of Step 4 will provide information regarding who was involved, who should be involved, which behaviors changed, and which strategies and settings were successful.

Step 5 - Provide Feedback

It is important to offer positive reinforcement and celebrate successes in the KAB Behavior Change System. Ongoing feedback should be provided to motivate key stakeholders to sustain environmental and quality-of-life changes in the community. Communicate specific and targeted results to neighborhoods, the business community, and residents. Distribute your feedback through all communication channels, including traditional and social media, informal networks, in order to share positive results more broadly. If changes are needed to an implementation plan, identify supportive feedback to continue to make progress even if the anticipated results are below expectations.

It is important to engage people in all steps of the KAB Behavior Change System. While it's important to celebrate success, it is also vital to recognize that it is a challenge to change behavior. Providing feedback to affiliate leaders, community leaders, and volunteers should encourage commitment to long-term behavior change.

FOUR BEHAVIOR CHANGE STRATEGIES

Attitude and behavior change occurs most effectively through a combination of methods, whether the goal is to reduce litter, recycle accurately, or enhance beautification. Keep America Beautiful affiliates apply research from social marketing to prompt behavior change. To effectively change the target behaviors, the Five Step Management Process should be used in combination with the following Four Behavior Strategies. KAB has identified that by utilizing these strategies (pressure points), behavior change will occur.

Traditional approaches to litter, most particularly cleanup projects, work to remove the litter. While research shows that cleaner communities prompt lower rates of littering, additional behavior strategies should be incorporated to prevent the littering problem in the first place.

The Four Behavior Change Strategies listed below include tactics to end littering, improve recycling and beautify communities into any given setting.

1. Written Expectations (Ordinances/Policies)

Changing public policy through codes, laws, or ordinances can lead to behavior change relevant to quality-of-life and environmental issues. In collaboration with appropriate leaders, we can evaluate the existing written expectations to determine how to improve communication or to identify where amendments or new written expectations could more effectively prompt the desired behavior change.

2. Rewards and Penalties

Consequences can encourage a desired behavior, for instance by providing a reward, such as a coupon or even public recognition. A consequence can also be used to discourage an undesirable behavior through a penalty, such as a fine. Consistent enforcement of existing policies, codes, laws, and ordinances will help prompt the target behaviors. We recommend collaboration with local law enforcement. Make sure that community members are informed of these regulations. It is especially important to demonstrate that leaders and community members support the relevant policies.

People tend to find it rewarding to go along with the social norms in their community. Social norms are powerful motivators of behavior. If we observe others not littering, we are more likely to act similarly. If we see that most neighbors engage in curbside recycling, that behavior is likely to spread. A powerful way to

change behavior is through social diffusion. Identify leaders in the community to model and support the target behavior and others will follow. Social diffusion works best with people we find similar and/or those who are well respected.

Researchers have found that rewards and penalties work best when people are concerned that their behavior is being monitored. Without constant enforcement, these behaviors are unlikely to be maintained. Longer lasting behavior change is more likely when people internalize the importance of a given behavior. Internalization occurs when people believe that the target behavior is the right thing to do. In this case the behavior should persist across situations, regardless of enforcement.

3. Infrastructure

Infrastructure, including technology and tools, help individuals to follow through on the desired behavior. Infrastructure can include the following: litter receptacles, recycling bins, pocket ashtrays, litter pick up tools, sanitation collection vehicles, graffiti removal equipment, and checklists (e.g., the checklist in the "Being a Good Neighbor: A Guide to Reducing and Managing Litter"). New technology or equipment makes the desired behavior more convenient. For example, structural changes in ash receptacles, from combined ash and trash to ash-only, have improved appropriate disposal of cigarette butts. Changes in recycling collection containers, such as those shaped to collect only certain recyclables, like bottles or paper, help guide individuals toward proper disposal. These containers also promote less contamination of recyclables. New camera and GPS technologies are helping law enforcement reduce graffiti vandalism.

The primary tools for evaluating an existing community environment are 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 was introduced in 2000 and updated in 2010 to assess litter conditions.
- **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 Research and Inventory** – This information-gathering process helps assess current community practices, ordinances and regulations, as well as resources and local contacts in the program areas of litter prevention, beautification, waste reduction, and recycling.

4. Persuasion

Persuasion involves influencing a target person's beliefs, attitudes, motivations, and/or behaviors. This strategy is relevant to KAB in terms of prompting the public to modify their attitudes and behavior about community improvement, particularly in the areas of litter prevention, beautification, recycling, and waste reduction. Education and awareness can be useful if the target audience is uninformed on an issue. For example, if smokers are unaware of pocket ashtrays, an education campaign can successfully reduce cigarette butt litter. When an audience is unfamiliar with key information, educational programs can be effective. These campaigns can include after-school and other youth programs, training workshops and seminars, community workshops, public relations programs, and media campaigns. Consider tie-ins with public education conducted through civic clubs, Chambers of Commerce, businesses, and government agencies.

In terms of educational appeals, it is important to note that a purely informational campaign is unlikely to be effective. Behaviors are prompted by a variety of factors, including key situational influences (Costanzo, Archer, Aronson, & Pettigrew, 1986). In addition to educational campaigns, the following persuasive tactics are important to consider:

▪ **Communication**

Communication is key to every program that intends to promote long-term behavior change. 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 typical and acceptable. We recommend the following:

- Demonstrate the desired behavior. Show the behavior and environment that you want to encourage rather than the opposite. For example, model a clean environment (not a littered one) and demonstrate that proper litter disposals are common.
- Capture attention with a vivid message/image. Make the message easy to imagine and 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.
- Emphasize personal contact. The best medium to deliver communication is face-to-face. This is followed by TV, Internet, radio, and newspaper.

▪ **Prompts**

Prompts are visual or auditory cues that remind us to carry out an activity we might otherwise forget. Prompts should be used close in space and time to when and where the target behavior takes place. For example, point-of-sale prompts can increase purchase of recycled-content products, or signs in a grocery store parking lot prompt customers to remember their reusable bags.

▪ **Commitment**

Researchers have found that asking individuals to make a public commitment (e.g., by signing a written promise to participate in curbside recycling) is an extremely effective persuasion strategy. Most people have a strong desire to be consistent, and once they have made that public commitment they will maintain the desired behavior in the long term. Making a voluntary commitment also helps individuals perceive themselves differently – they are likely to internalize the importance of this issue – and that can lead to long-term behavior change.

KAB provides resources to help people end littering, improve recycling, and beautify communities. Effective attitude and behavior change strategies depend on a combination of methods and are based on current social marketing research. The Five Step Management Process can be used successfully in combination with the Four Behavior Strategies to reach the KAB Vision that every community is a clean, green and beautiful place to live.

CLEAN, GREEN AND BEAUTIFUL COMMUNITIES

At Keep America Beautiful, we want to ensure that beauty is our lasting signature. A leading national nonprofit, we envision a country where every community is a clean, green, and beautiful place to live. Keep America Beautiful provides the expertise, programs and resources to help people prevent litter, reduce waste, increase recycling, and protect the natural beauty of the areas around us. The organization is driven by the work and passion of our network of affiliates, hundreds of partner organizations, millions of volunteers, and the support of corporate partners, municipalities, elected officials, and individuals.

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 and government officials, corporations and individuals, to address local quality of life issues.

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 transforms public spaces into beautiful places.

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.

Affiliate efforts are visible but go deeper. In the area of litter prevention, KAB affiliates are experts in 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. In the area of beautification and community greening, KAB affiliates are experts in 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. In the area of recycling and waste reduction, KAB affiliates are experts in reducing the impact of solid waste in our communities and through recycling right. The affiliates and partnership network, organizes programs and provides resources related to community and water cleanups, disaster restoration, urban renewal, community gardens, urban forestry, community greening, and conservation and preservation.

Keep America Beautiful goal toward environmental literacy is that through the programs and educational initiatives, individuals will possess the knowledge, intellectual skills, attitudes, experiences and motivation to make and act upon responsible environmental decisions.



Board Roles and Responsibilities

The affiliation 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

The KAB Behavior Change System is a primary tool for the development and implementation of programs and projects. The System is an important part of developing goals starting with engaging people. Through KAB Tools, including the Community Appearance Index - Litter Index and Optional Indexes, if applicable, and Focus Area Inventory, the affiliate gathers facts. Using the System outlined below affiliates should develop a plan as a foundation for measuring the long-term and short-term success. Annual review of the plan will assist the affiliate in focusing on accomplishments and identifying new projects or programs.

Start by engaging people and continue the process at each step in the System which includes 5 management steps and 4 behavioral strategies:

1. Get the Facts
2. Prioritize Behaviors
3. Develop and Implement a Plan
 - Written Expectations
 - Infrastructure
 - Persuasion
 - Rewards and Penalties
4. Focus on Impacts
5. Provide Feedback

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

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	Hospitals/medical associations
Agricultural Extension Agency	Jaycees Clubs
AmeriCorps	Key Clubs
Big Brother/Big Sister	Kiwanis Clubs
Blockwatch Groups Boys	Lions Clubs
and Girls Club Boy Scouts	Military bases
Brownies	Neighborhood associations
Campfire Girls Chamber of	Parks and Recreation
Commerce Civic clubs	Professional associations
Colleges/Universities (including clubs,	Optimist Club
fraternities, sororities, sports teams, etc.)	Religious groups
Corporations/businesses	Retiree associations
Cub Scouts	Rotary Clubs
Environmental clubs/groups	Schools/school clubs
4-H Clubs	Sports leagues Senior
Garden Clubs	Citizens Sierra Clubs
Girl Scouts	Women's club
	Youth groups

Affiliate Good Standing

“Good Standing” standards assist in strengthening the credibility of the national. Reports are available at www.kab.org. The reporting timeframe is July 1-June 30. President Circle’s also requires One Shared Brand Endorsed Logo (See Appendix 34).

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. Has an active Executive Director/Coordinator/President/Volunteer Leader, etc.
3. Submits Governance Report due August 1 which includes questions on organizational structure, administration and budgets and may include additional questions to gather information to assist the national office and affiliates.
4. Conduct Community Appearance Index -Litter Index by August 1. 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.
5. Prepare Cost/Benefit Analysis by August 1. 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 government dollars. The form also gathers statistical information including number of volunteers, cleanups, education workshops, etc.
6. Executive Director/Coordinator/President/Volunteer Leader attends 6 hours of training annually. Credit can be earned at:
 - KAB’s National Conference or KAB Webinars (approx. 1-2 offered a month)
 - KAB State Affiliate Conference/Meetings, if applicable
 - Conference/seminar/webinar offered by another organization related to KAB mission, Focus Areas or organizational management.
7. Pay an Annual Affiliate Fee, upon being invoiced and no later than August 1

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

KAB Affiliate Reports

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.

Reporting is based on a July 1 to June 30 timeframe.

Report

This report gathers information related to Good Standing requirements including board and executive director.

Annual Community Appearance Index - Litter Index (required) and Optional Indices (if applicable)

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.

Cost/Benefit Analysis and Event Reports

The Cost/Benefit Analysis is a 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. Event 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 statistics
- Recycling statistics
- Media coverage
- Youth activities
- Outreach activities

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 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.

- **Educate:** To provide information, experience and/or tools to gather knowledge that may impact cognition, which is the processes that includes learning, reasoning, problem solving and decision-making. May be in a classroom, after-school, outdoor environment setting and includes experiential education during activities e.g. discuss sources of littering during a cleanup or demonstrate a lesson on recycling to youth or adults. (See also volunteer, participant, or attendee definitions)
- **Reach:** To contact, interact and/or communicate with about a topic or area of interest e.g. displayed at an event (See community audience definition)

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 Benefit:

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. 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

Affiliates that administer programs for a person or prisoner on court-ordered community service time or work release time may include value of time and the cost of administering the program.

Cost Avoidance (optional)

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:

As part of its scope of services, the public works department is responsible for illegal dump cleanup. There has been a recent rash of illegal dumping activity. Knowing this, your KAB affiliate organizes volunteers and private hauling services to clean up illegal dumpsites. In addition to volunteer time and donated hauling services, there is a cost avoidance benefit, since the city avoided the costs of assigning employee time or equipment to accomplish the same task. The public works department must provide cost estimates, and that figure is the dollar-value of the cost avoidance for each dumpsite cleanup undertaken by your KAB affiliate volunteers.

Appendix 1: Acronyms/Abbreviations

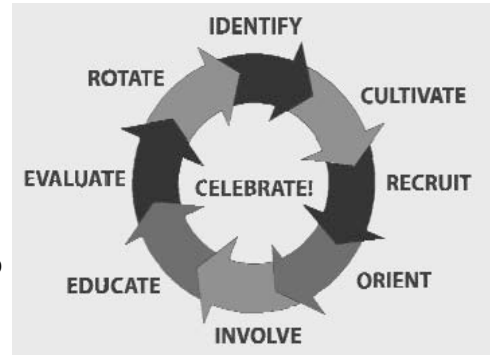
Each affiliate and state has a different acronyms and abbreviations that they use on a daily basis. A list is beneficial to new and veteran members of the board, staff and volunteers. Most acronyms used by Keep America Beautiful at the national level, the acronym is pronounced as each letter i.e. K -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

Appendix 2: Board Building Cycle

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

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.

Appendix 4: Operations Manual

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 affiliation 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.

Appendix 5: Policy Manual

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.

Appendix 6: Board Manual

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

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 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 15th day of the 5th 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.
- 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

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

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

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

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

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

- 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

Appendix 15: Improve Board Meetings

- 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

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

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**: Specific, Measurable, Attainable, Realistic, and Time-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.

Appendix 19: Strategic Planning Tools

A Business Review Worksheet - Who You Are...

Organization Name:

Year Established:

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

Significant Milestones:

Mission Statement:

A Business Review Worksheet – Where You Are...

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

Services Offered:

What technology is Available to You?

A Business Review Worksheet – Where You Are Going:

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

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

A Business Review Worksheet – What Needs to Change:

Please identify as Internal or External.

Strengths	Weaknesses
Opportunities	Threats

Appendix 20: Goal Worksheet

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.

Goal statement:		
Goal Review:	Yes	No
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

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

Excerpt from *Over Goal! What You Must Know to Excel at Fundraising Today 2nd 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:

Name of Organization	Type of Organization	Scope/Contributions/Awards
----------------------	----------------------	----------------------------

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

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

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 program areas e.g. 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
- 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

Please rate your assessment of the Board of Directors' performance on a scale of 1 - 4, with 1 = Not At All Confident, and 4 = 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, program 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:

Question (Based on a survey done by the Gallup Organization)	Yes	No	Not Sure
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

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	Time Donated	Time Donated	Time Donated	Time Donated	Time Donated	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
-----------	---------------	---------	---------------	-----

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
-----------	---------------	---------	---------------	-----

Appendix 28: Board Exit Interview

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

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 an employee of 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

Prepared for:						
BOARD AND COMMUNITY RELATIONS	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						
AFFILIATE MANAGEMENT	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						
VOLUNTEER AND STAFF RELATIONS	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						
PERSONAL CHARACTERISTICS	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						
General Questions:						
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?						
Prepared by:					Date:	

Appendix 31: Volunteer Timesheet

Name: _____

DATE	PROGRAM/ACTIVITY/PROJECT	DOLLAR VALUE (for professional hours if applicable)	HOURS DONATED

Appendix 32: Volunteer Liability

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 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

Appendix 33: Websites

General Websites

www.kab.org

General information about the organization, affiliates, programs, media center, tools and resources.

www.kabforums.org

This is the KAB “chat” room for executive director. This is not where private information specific to information, find files and PowerPoints, find out what’s going on in the KAB network. Kabforums.org access is limited to executive director and a profile must be completed to gain access. Board members may ask executive director to post or retrieve materials.

Program Websites

These site are linked to main website but may be found through searches as separate sites.

America Recycles Day www.americarecyclesday.org

Cigarette Litter Prevention Program <http://preventcigarettelitter.org/> Graffiti Hurts

www.graffitihurts.org

Get Growing (beautification and community greening) www.getgrowing.org

Recycle Bowl www.recycle-bowl.org

RecycleMania www.recyclemaniacs.org

Appendix 34: Logo Design

Keep America Beautiful - One Shared Brand (endorsed brand model): As of March 2013, if you are a new affiliate, or are an existing affiliate in good standing, and you would like a new logo, please contact the KAB One Shared Brand team at onesharedbrand@kab.org. The team will create scalable logo artwork for you to use (like the sample below). Once the artwork is created for you, you can use it with an icon or imagery of your choice. It will be up to you to enlist the help of a graphic designer or design artist to create the icon. An icon does not contain text, copy, words. Please be sure to send the high resolution artwork you will receive from the KAB OSB team to your local designer so that they can combine the two into one for you. Questions? Contact Susan Parsons at onesharedbrand@kab.org.



Keep America Beautiful is the nation's leading nonprofit with a vision for all communities to clean, green and beautiful. With a network of more than 1,200 affiliate and participating organizations including state recycling organizations, we work with millions of volunteers to take action in their communities. Keep America Beautiful offers solutions that create clean, beautiful public places, reduce waste and increase recycling, generate positive impact on local economies and inspire generations of environmental stewards. Through our programs and public-private partnerships, we engage individuals to take greater responsibility for improving their community's environment. For more information, visit www.kab.org.

Keep America Beautiful, Inc.

1010 Washington Boulevard

Stamford, CT 06901

T 203.659.3000

www.kab.org



Sponsorship Opportunities

Platinum Sponsor Package --\$4,000

- ★ Platinum Sponsorship Level recognition for the Kick-Off Event and Awards
- ★ Recognition as a Platinum Sponsor for all seven of the Battle of the Building webinar events
- ★ Energy Star 101/201 Trainings
- ★ Recognition of supporting two students in the Energy Specialist Training Program
- ★ Sponsorship recognition on all Battle of the Building Central Florida published documents
- ★ Sponsorship and presentation of award during Awards event
- ★ Logo placement on website page

Gold Sponsor Package -- \$3,000

- ★ Gold Sponsorship Level recognition for the Kick-Off event and Awards
- ★ Recognition as a Gold Sponsor for all seven of the Battle of the Building webinar events
- ★ Recognition of supporting two students in the Energy Specialist Training Program
- ★ Sponsorship and presentation of award during Awards event
- ★ Logo placement on website page

Silver Sponsor Package -- \$2,000

- ★ Silver Sponsorship recognition for the Kick-Off event
- ★ Recognition of supporting two students in the Energy Specialist Training Program
- ★ Sponsorship and presentation of awards during Awards event
- ★ Logo placement on website page

Green Sponsor Package -- \$1,000

- ★ Green Sponsorship Level recognition for the Kick-Off event
- ★ Recognition of supporting two students in the Energy Specialist Training Program
- ★ Logo placement on website page

Bronze Sponsor Package -- \$500

- ★ Recognition of supporting two students in the Energy Specialist Training Program
- ★ Logo placement on website page

Supporting Sponsor Package -- \$250

- ★ Recognition of supporting one student in the Energy Specialist Training Program
- ★ Logo placement on website page

Donate and Sponsor the Central Florida Battle of the Buildings

You may submit your tax-deductible payment either via check made out to USGBC Florida Chapter (contact Lee Cooke -- see below) or go online here <https://www.usgbcflorida.org/Donate> and submit payment via credit card. Scroll down to the Central Florida section, check the Battle of the Buildings button, and note in the Comment box at the bottom of page particulars of your payment. It's a safe, secure and easy-to-follow transaction path. If you have any questions, contact Lee Cooke lcooke@usgbcflorida or 561-373-7367.