



## **Procedural Manual**

### **Organizational Philosophy, Structure, & Operating Guidelines**

**Thomas R. Creamer**  
**Founder, Executive Director**

This document (**still in draft form**) contains the Mission Statement, Organizational Structure and Responsibilities of the Officers and Directors of the Residential Energy Assistance for Seniors (REAS) Foundation.

It is intended to provide a foundational blueprint for the strategic and global vision with which this organization shall manage and fulfill its responsibilities, goals, and objectives.

This document is drafted in an environment and economy that is dynamic and ever changing, and as such, will require periodic revisions in order to facilitate the most appropriate and most effective implementation of the REAS Foundation Mission Statement and Objectives.

Those determinations will be best made ultimately by its governing body, the Board of Directors.

## Table of Contents

Mission Statement	Page 5
Glossary	Page 6
Table of Organization	Page 7
Administrative Practices	Page 8
Application Administration Procedures	Pages 9-11
Award Grant Distribution	Page 10
Award Amounts	Page 11
Financial Practices	Pages 12-13
Marketing Practices	Pages 14-15
Functional Description and Responsibilities	Pages 16 – 33
Executive Director – Functional Description	Page 16
Chief Operations Officer – Functional Description	Page 18
Chief Financial Officer – Functional Description	Page 19
Chief Administrative Officer - Functional Description	Page 21
Chief Marketing Officer – Functional Description	Page 23
Chief Community Outreach Officer	Page 24
Board of Directors - Functional Description	Page 25
Associate Board Members – Functional Description	Page 26
Chairman of the Board - Functional Description	Page 27
Vice Chair of the Board - Functional Description	Page 28
Secretary of the Board – Functional Description	Page 29
Treasurer of the Board – Functional Description	Page 30

Board of Directors: Committee Chair – Functional Description	Page 31
REAS Foundation Directors	Page 32
REAS Foundation Associate Members	Page 33
Evaluating the Effectiveness of the Non-Profit Board of Directors	Page 34
Current Committee Assignments	Page 35
Award Determination & Distribution Matrix	Page 36
Publication Submissions Matrix	Page 37

## **Mission Statement**

**The REAS (Residential Energy Assistance for Seniors) Foundation, is built upon the belief that the greatness of a community is ultimately judged not so much by the beauty or magnificence of its structures, but rather, by its compassion, contributions, and care for its most vulnerable members.**

**We are fortunate to live in the greatest country in the world, greatly due to the sweat and toils of our seniors, whose contributions and sacrifices are innumerable. All too many of our seniors, who have dedicated so much to our community, now find themselves in difficult and sometimes desperate economic times.**

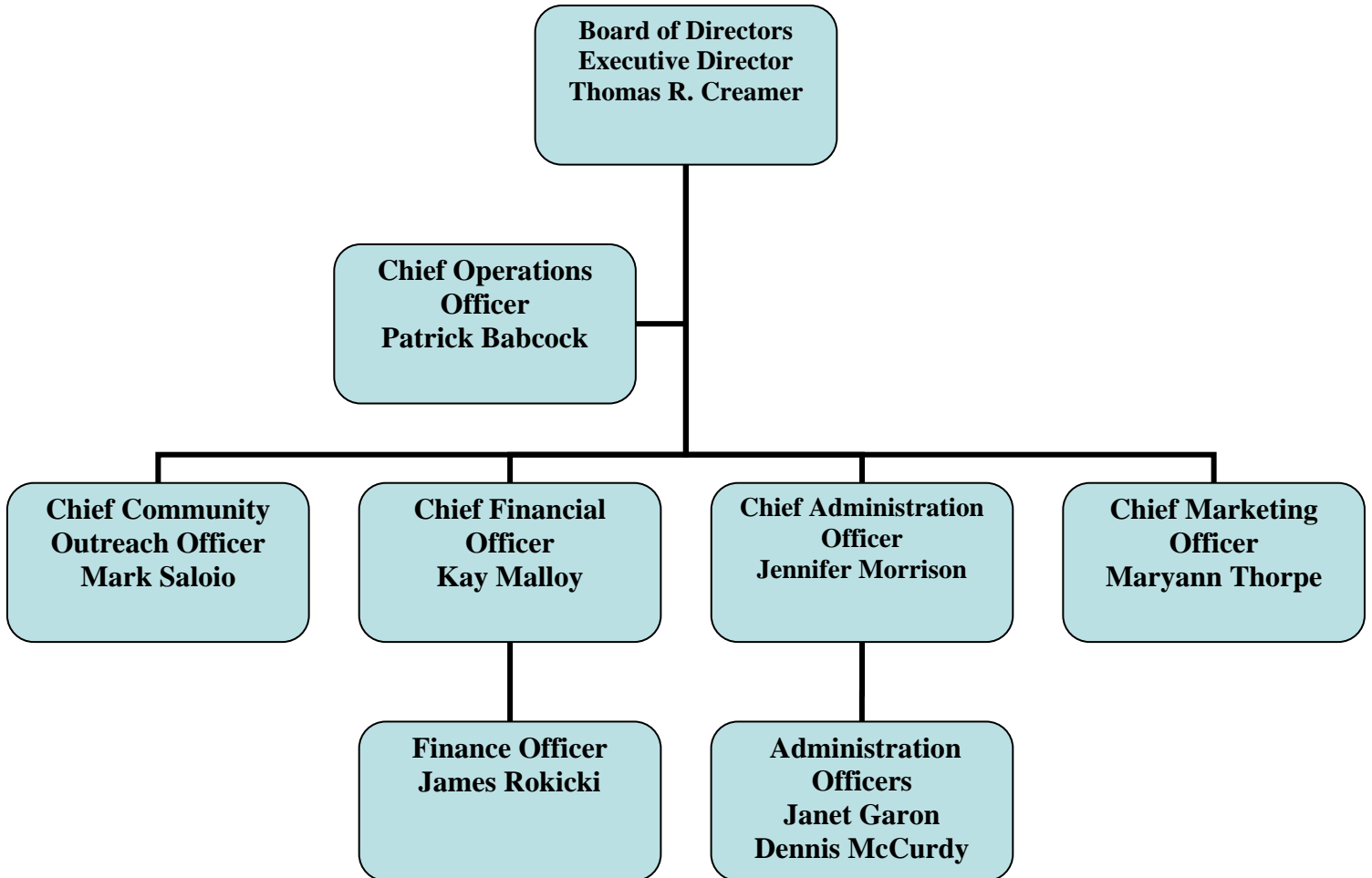
**Rising energy costs, which in turn drive the costs of many associated items, coupled with fixed incomes, have placed many of our seniors in difficult and dangerous predicaments. Their incomes are now fast outpaced by escalating energy prices. Choices between fuel, food, and prescriptions medications are becoming all too common for many of our seniors.**

**We at the REAS Foundation are committed to doing everything possible to assist qualifying Sturbridge seniors with their energy costs via grants paid directly to their utility providers, heating and cooling contractors and vendors, as well as other direct providers of heating and cooling products and services. We are dedicated to ensuring that those who have laid the foundation for this great community are able to find a degree of comfort in their twilight years.**

# Glossary

**This page is intentionally left blank at this time.**

## Table of Organization



## Administrative Practices

The REAS Foundation name is a valued and respected commodity within the community and one that has been instrumental in the success of our fundraising activities. This no doubt, is due to the high level of trust we have been able to establish between residents and representatives of our organization.

As well, we have established a great deal of confidence and trust between those residents seeking assistance and our organization, and this is representative of the high standards with which we conduct our affairs.

It is critical to our success, and ultimately to our ability to assist seniors in need, that we maintain the strictest ethics and the highest standards in the governance of our affairs. Without the public trust, there is no REAS Foundation, and thus no ability to provide help to those in need.

To that end, how we raise funds, gather information, and distribute financial awards must be conducted in a manner consistent with maintaining the highest degree of public trust.

As such, the following procedures must be followed when conducting marketing/fundraising activities:

- All administrative practices are to be consistent with the REAS Foundation Procedural Manual, Organizational Philosophy, Leadership Doctrine and Operating Guidelines as determined by the REAS Foundation Executive Board and Board of Directors.
- The Chief Administration Officer will be responsible for maintaining all administrative records and reports, and fulfilling all administrative obligations so designated by the REAS Foundation Executive Director, Board of Directors, and Procedural Manual.
- An accurate record of all Board meetings is to be maintained by the Secretary of the Board of Directors and forwarded to the REAS Foundation Executive Director, Chief Administrations Officer, and the Board of Directors within one week of Board meetings.
- In addition, a monthly report will be sent to the REAS Foundation Executive Director detailing all administrative records, practices, and business interactions within the organization.
- This will be followed with quarterly and annual reports consistent with the needs and desires of the Executive Director, Board of Directors, and/or Chief Administration Officer, in support of any quarterly or annually required State or Federal reports.
- All personal information collected, whether donor, applicant, awardee, or foundation member, must be held within the strictest confidence and viewable only to those individuals who have a clear need to know in order to fulfill their assigned responsibilities. When in doubt, the Chief Administrative Officer or Chief Financial Officer shall be consulted.

As an all-volunteer non-profit organization whose sole mission is energy assistance for qualifying seniors, it is the responsibility of the organization to utilize all available means to conduct its administrative affairs at zero/minimal cost, in an effort to ensure that funds raised are maximized towards senior assistance.

## **Application Administrative Procedures**

An Awards Committee comprised of three members of the Board of Directors shall be established to **Review** all applications, **Prioritize** award assignment based upon the Board approved Criteria and Calculation Worksheet, and to **Authorize** payment of any grants awarded.

It is recommended and preferable, that the Chief Financial Officer **and/or** Chief Administrative Officer is/are seated on the Awards Committee.

### **Applicant Information**

- All personal information collected from applicants is to be held within the strictest confidence and viewable only to those individuals who have a clear need to know in order to fulfill their assigned responsibilities, in this case, the members of the Awards Committee, Chief Financial Officer or Chief Administration Officer. In addition, the Executive Director and the Chairman of the Board may conduct periodic review for audit purposes or guidance.
- As a general rule members of the organization other than those outlined above will have no access to the personal information or names of applicants, awardees, or donors, unless a waiver has been signed by the applicant or awardee.
- In the case of donors, only those donors who specifically authorize such – via the donor coupons, written conveyance of intent, or direct communication with the Executive Director or Chairman of the Board, may have their names displayed or conveyed to the general public or Board members not having a need to know.

### **Application Processing**

- Once received, applications should be forwarded to the Awards Committee within 48 hours and reviewed by said committee with a maximum of 5 days. Review of applications may be done electronically, telephonically, or collectively at a seated meeting of the Awards Committee.
- As the determination of awards is based upon Board approved objective criteria and a numeric assignment of values based upon said criteria, award authorization should be based upon unanimous agreement of the Awards Committee. An exception to this practice may result when “Special Circumstances” are reviewed under part 12 of the REAS Application for Assistance.
  - This is the rare occasion when the Awards Committee may find themselves in a position that does not meet the unanimity benchmark. In such cases, a majority determination shall dictate award authorization.
- Once approved applicants should be immediately notified by a member of the Awards Committee and information relative to energy provider shall be verified.

## **Award/Grant Distribution**

- Awards distribution and payments are limited to and payable directly to **utility providers, heating and cooling contractors and vendors, and other direct providers of heating and cooling products and services**. At no time may funds be disbursed directly to individuals, groups, or businesses not consistent with the above criteria.
- The Board Officer responsible for dispersing payment shall contact the energy provider prior to issuing payment to convey and verify the following:
  - An explanation of REAS and our intention to make payment
  - Customer Name and Account
  - Customer Address
  - Customer Account Number
  - Energy Provider address for payment purposes
- A REAS standard letter confirming grant approval and distribution shall be sent to the both the awardee and the awardee's energy provider detailing confirmation, award amount, energy provider, and energy provider account number where applicable.
- Applicants are limited to **one** award per season. As REAS is a year round energy assistance provider, the following seasons have been established:
  - Heating Season: October 1 – March 31
  - Cooling Season: May 1 – August 30

## **Award Denial**

- In cases involving denial of grants, a REAS standard letter shall be sent to the applicant informing them of same.
  - As the work conducted by the Awards Committee is challenging in terms of the possibility and likelihood of grant denials, it is the practice of the REAS Foundation to restrict the Awards Committee notification of determination to approvals only. Applicants who are denied shall be notified via a REAS standard letter, issued by the Executive Director.

## **Record Keeping**

- An accurate record of all applications (including the application itself), award determinations, determination letters, award disbursements, and all other information pertaining to the applicant/award process is to be maintained by the Chief Administration Officer and forwarded to the REAS Foundation Executive Director and Chairman of the Board on a monthly basis.

- This will be followed with quarterly and annual reports consistent with the needs and desires of the REAS Foundation Executive Director, Chief Administration Officer and Chief Financial Officer in support of any quarterly or annually required State or Federal reports.

**Award Amounts**

- Awards are based upon established household income levels, age, necessary/required living expenses, and special circumstances as determined and verified by the Awards Committee
- The REAS Foundation has established a maximum income threshold of 300% above the federal poverty level.
- The minimum age for award consideration is 60 years of age.
- Necessary and required living expenses will be considered in reviewing applications and may be used to offset income exceeding the maximum threshold income level.
- Special circumstances (i.e. extensive medical costs, sudden loss of income, illness, injury, and other parameters may be considered by the Awards Committee when reviewing applications.
- As the REAS Foundation is a year-round energy assistance provider, two award groups have been established to best address the needs of qualifying seniors while ensuring adequate funding to match anticipated annual needs of applicants. Those two award groups are as follows:

	Cooling Season (May 1 – August 30)	Heating Season (October 1 – March 31)
Maximum	\$250.00	\$500.00
Mid-Range	\$200.00	\$400.00
Minimum	\$150.00	\$300.00

## Financial Practices

The REAS Foundation name is a valued and respected commodity within the community and one that has been instrumental in the success of our fundraising activities. This, no doubt, is due to the high level of trust we have been able to establish between residents and representatives of our organization.

As well, we have established a great deal of confidence and trust between those residents seeking assistance and our organization, and this is representative of the high standards with which we conduct our affairs.

It is critical to our success, and ultimately to our ability to assist seniors in need, that we maintain the strictest ethics and the highest standards in the governance of our affairs. Without the public trust, there is no REAS Foundation, and thus no ability to provide help to those in need.

To that end, how we raise funds, gather information, and distribute financial awards must be conducted in a manner consistent with maintaining the highest degree of public trust.

As such, the following procedures must be followed when conducting REAS authorized marketing/fundraising activities:

- All financial practices are to be consistent with the financial practices outlined in this document and those, which may be forthcoming from the Executive Director or Board of Directors.
- The Chief Financial Officer will be responsible for maintaining all financial records and fulfilling all financial obligations so designated by the Executive Director and or the REAS Board of Directors.
- In addition, a monthly report will be sent to the Executive Director and the Chairman of the Board detailing all receipts, financial transactions, and expenditures.
- This will be followed with quarterly and annual reports consistent with the needs and desires of the REAS Foundation Board of Directors, the Executive Director and Chief Counsel, in support of any quarterly or annually required State or Federal filings.
- The REAS Foundation Executive Director, Chief Financial Officer, and Chief Administration Officer will be authorized account management access to all banking and financial records via on-line access as well as direct solicitation to the financial institution, for the purpose of conducting oversight and review.
- All personal information collected, whether donor, applicant, awardee, or foundation member, must be held within the strictest confidence and viewable only to those individuals who have a clear need to know in order to fulfill their assigned responsibilities. When in doubt, the REAS Foundation Executive Director, Chief Financial Officer or Chief Administrative Officer shall be consulted.

- No fundraising activities for organizations, groups, individuals, or entities outside of the REAS Foundation may be undertaken at any time, under the auspice or banner of the REAS Foundation.
- All funds collected are to be immediately deposited into the REAS Bank Account and will be retained within the community for distribution directly to qualifying seniors within the community.
- Funds may not be diverted at any time for any expenditure other than grant awards paid directly to energy providers for qualifying seniors within the community.
  - Exceptions to this rule are limited to the following:
    - Administrative costs up to a maximum of 5% of received or generated donations.

As an all-volunteer non-profit organization whose sole mission is energy assistance for qualifying seniors, it is the responsibility of the organization to utilize all available means to conduct its financial affairs at zero/minimal cost, in an effort to ensure that funds raised are maximized towards senior assistance.

## Marketing Practices

The REAS Foundation name is a valued and respected commodity within the community and one that has been instrumental in the success of our fundraising activities. This, no doubt, is due to the high level of trust we have been able to establish between residents and representatives of our organization.

As well, we have established a great deal of confidence and trust between those residents seeking assistance and our organization, and this is representative of the high standards with which we conduct our affairs.

It is critical to our success, and ultimately to our ability to assist seniors in need, that we maintain the strictest ethics and the highest standards in the governance of our affairs. Without the public trust, there is no REAS Foundation, and thus no ability to provide help to those in need.

To that end, how we raise funds, gather information, and distribute financial awards must be conducted in a manner consistent with maintaining the highest degree of public trust.

As such, the following procedures must be followed when conducting REAS authorized marketing/fundraising activities:

- All marketing practices are to be consistent with the marketing practices and philosophy of the REAS Foundation as determined by the Executive Board and the Board of Directors and outlined in this manual.
- No materials may be developed, distributed, or utilized for fundraising or identification purposes, without direct approval of the Executive Director and or the REAS Foundation Chief Marketing Officer or designee of same.
- No fundraising activities for organizations, groups, individuals, or entities outside of the REAS Foundation may be undertaken at any time, under the auspice or banner of the REAS Foundation.
- All funds collected are to be immediately deposited into the REAS Bank Account and will be retained within the community for distribution directly to qualifying seniors within the community.
  - Community, is defined here as the geographic boundaries of the REAS Foundation which in this case is the Town of Sturbridge.
- Funds may not be diverted at any time for any expenditure other than grant awards paid directly to energy providers for qualifying seniors within the community.
  - Exceptions to this rule are limited to the following:
    - Administrative costs up to a maximum of 5% of received or generated donations.
- All fundraising activities undertaken by the Foundation, must be clearly identified as REAS related activities and must be supported by REAS marketing materials.

- Phone solicitation, cold calling whether by mail, electronically, telephonically, or via door-to-door solicitation shall NOT be undertaken by any REAS entity.
  - Exceptions to this practice include, and are limited to, the following:
    - REAS authorized letter drives mailed directly to businesses operating within the community.
    - REAS authorized Neighborhood, Acquaintance, or Family letter drives via direct mail.
    - Requests for practices outside of these limited exceptions must be approved by the REAS Foundation Board of Directors.
  
- The REAS Foundation prides itself on its family friendly image. The protection and maintenance of this image is crucial to our public persona and fundraising activities. As such, fundraising endeavors must be carefully weighed and considered in the context of our public image, as well as the potential liabilities, which may be associated with a REAS event. Any event considered or scheduled must be consistent with the liability coverage retained by the REAS Foundation, as well as the safety and well-being of attendees and or their families. To that end the following activities are prohibited:
  - Fundraising activities centered around the consumption of alcoholic beverages, beyond wine and beer tasting events. Clearly, there will be events – meals, dinner shows, etc., where alcohol service may be available and is considered an acceptable social undertaking; these events are not centered solely around the consumption of alcohol but merely provide an opportunity for alcoholic beverages to be served with a meal, thus they are not considered to be alcohol centered events.
  
- Raffles are prohibited by any entity within the REAS Foundation as state and federal law prohibit non-profits from engaging in raffles during the first two years of their corporate filing.

As an all-volunteer non-profit organization whose sole mission is energy assistance for qualifying seniors, it is the responsibility of the organization to utilize all available means to reproduce marketing materials at zero/minimal cost, in an effort to ensure that funds raised are maximized towards senior assistance.

# Executive Director

(Thomas R. Creamer)

The **Executive Director** is the senior manager or executive officer of our organization. The position is comparable to a chief executive officer (CEO) or managing director.

The role of an executive director is to design, develop and implement strategic plans for their organization in a cost-effective and time-efficient manner. The executive director is also responsible for the day-to-day operation of the organization, including managing committees and staff and developing business plans in collaboration with the board for the future of the organization. The executive director is accountable to the board (which grants the executive director the authority to run the company) and reports to the board on a regular basis (quarterly, semiannually, or annually). The board often offer suggestions and ideas about how to improve the organization, and the executive director chooses whether to and how to implement these ideas.

The executive director is a leadership role for the organization and often fulfills a motivational role in addition to office-based work. Executive directors motivate and mentor members, volunteers, and staff and may chair meetings. The Executive Director leads the organization and develops its organizational culture.

As the title suggests, the executive director needs to be informed of everything that goes on in the organization. This includes staff, membership, budget, company assets, and all other company resources, to help make the best use of them and raise the organization's profitability and profile.

## **Reports to:**

- The Board of Directors

## **Major Functions/Accountabilities:**

- To implement the strategic goals and objectives of the organization
- With the chair, enable the Board to fulfill its governance function
- To give direction and leadership toward the achievement of the organization's philosophy, mission, strategy, and its annual goals and objectives
- Board Administration and Support -- Supports operations and administration of Board by advising and informing Board members, interfacing between Board and staff, and supporting Board's evaluation of chief executive
- Program, Product and Service Delivery -- Oversees design, marketing, promotion, delivery and quality of programs, products and services
- Financial, Tax, Risk and Facilities Management -- Recommends yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations

- Human Resource Management -- Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations
  - Community and Public Relations -- Assures the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders
  - Fundraising (nonprofit-specific) -- Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation
- **In addition, the Executive Director acting as President shall at a minimum:**
    1. Have general active management of the business of the corporation;
    2. Preside at meetings of the board and of the members;
    3. Have a direct voice in all proceedings and deliberations, but shall maintain **no** voting privileges;
    4. Ensure that orders and resolutions of the board are carried into effect;
    5. Sign and deliver in the name of the corporation deeds, mortgages, bonds, contracts or other instruments pertaining to the business of the corporation, except in cases in which the authority to sign and deliver is required by law to be exercised by another person or is expressly delegated by the articles or bylaws or by the board to another officer or agent of the corporation;
    6. Maintain records of and, when necessary, certify proceedings of the board and the members; and,
    7. Perform other duties prescribed by the board.
-

# Chief Operations Officer

(Patrick Babcock)

## **Reports to:**

- The Executive Director.

## **Major Functions/Accountabilities:**

The **Chief Operations Officer (COO)** shall be responsible for assisting the Executive Director with the management of the day-to-day activities of the organization. The COO shall monitor the operations of the organization providing support, guidance, and direction where appropriate to ensure the strategies and objectives of the Executive Director and/or board of directors are implemented and met. The COO will serve as the senior vice president and fulfill the duties of the Executive Director (E.D.) in the absence of the E.D.

The Chief Operations Officer shall be responsible for Operations Management (OM). The focus of the COO shall be on strategic, tactical, and short-term OM, including responsibly for assisting and or providing direct development, design, operation, and improvement of the systems that create and deliver the organizations services. The COO will have direct understanding of the organization's mission statement, core operations, strategies, and shall report directly to the Executive Director, or in his absence and when acting as the E.D, to the Board of Directors

The COO shall maintain full knowledge and understanding of all responsibilities charged to the Executive Director and shall be capable and willing to fulfill those responsibilities when and where necessary and appropriate. Additionally, the COO shall maintain a day to day understanding of all efforts undertaken on behalf of the organization, in order to facilitate the continuity of all operations, in the event of an absence of the Executive Director.

The COO shall have a direct voice in all proceedings and deliberations, but shall maintain **no** voting privileges.

# Chief Financial Officer

(James Rokicki)

The **Chief Financial Officer (CFO)** is the corporate officer primarily responsible for managing the financial risks of our organization. This officer is also responsible for financial planning and record-keeping, as well as financial reporting to the Executive Director. In addition, the CFO shall have the responsibility for communicating financial performance and forecasts to the analyst community. The CFO shall report to the Executive Director and shall prepare and provide financial reports to and for the Board of Directors. The CFO will serve as a member of the board of directors, filling the role of Treasurer. (See page 20 for description)

## **Reports to:**

- The Executive Director and The Board of Directors

## **Major Functions/Accountabilities:**

- May be a member of the Board with full voting privileges
- Develop, propose, implement, and maintain the organization's financial and fiscal policies, including but not necessarily limited to:
  - Internal Control
  - Accounting Policies
  - Measurement Standards/Benefit
  - Annual and Long Range Planning
  - Evaluation of Expenditures
  - Evaluation of Economic Trends
  - Capital Structure
- Develop, coordinate, and maintain an integrated system of financial support services, including accounting and management of financial reporting,
- Exercising effective control over the financial resources of the organization,
- Coordinate and synthesize financial and management data to interpret the composite financial results of operations for all levels of the organization,
- Provide guidance and advise on the development, coordination, and compliance with fiscal policies, procedures, and plans,
- Analyze, evaluate, and report on program accomplishments in financial terms,
- Advise and assist the Executive Director and the Board of Directors by providing financial management information as required to make managerial decisions, and establish organizational goals and objectives,
- Establish and maintain an effective accounting and financial reporting system for the organization. This includes the monitoring of the expenditures of all funds to ensure compliance with donor intent.

**In Addition, the Chief Financial Officer, acting as treasurer shall:**

1. keep accurate financial records for the corporation;
  2. deposit money, drafts, and checks in the name of and to the credit of the corporation in the banks and depositories designated by the board;
  3. endorse for deposit notes, checks, and drafts received by the corporation as ordered by the board, making proper vouchers for the deposit;
  4. disburse corporate funds and issue x and drafts in the name of the corporation as ordered by the board;
  5. upon request, provide the president and the board an account of transactions by the treasurer and of the financial condition of the corporation; and,
  6. perform other duties prescribed by the board of by the president.
-

# Chief Administrative Officer

(Jennifer Lundwall)

## **Reports to:**

- The Executive Director and The Board of Directors

The **Chief Administrative Officer (CAO)** is responsible for administrative management of the organization. The CAO shall report directly to the Executive Director, and shall be a member of the Board of Directors, fulfilling the role of Secretary (refer to page 19 for description) when in attendance at Board meetings and when acting on behalf of the Board of Directors.

The Chief Administrative shall provide assistance to the Executive Director and the Chief Operations Officer in managing strategy, implementation, and day-to-day operations of the following functions: Information Technology, Budget & Administration, as well as Legal Services to ensure each function is aligned with the established vision, mission, strategy, goals, objectives, and policies of the Foundation. A primary responsibility of the CAO will be to provide assistance and support in helping to lead the organization as it builds infrastructure and systems related to IT, budget operations, mission expansion, and legal support. As part of this role, the Chief Administrative Officer will serve on the Executive Team for the organization.

## **Reports to:**

- The Executive Director and the Board of Directors

## **Major Functions/Accountabilities:**

The responsibilities of the Chief Administrative Officer shall include, but may not be limited to:

- May be a member of the Board, with full voting privileges
- Guidance and assistance with Legal Services
- Ensuring activities and policies within the foundation meet and integrate with organizational requirements for quality management, health and safety, legal stipulations, environmental policies and general duty of care.
- Coordinating with external legal service providers and senior managers within the organization.
- Work with the Executive Director to designing all contracts across the organization and ensuring that these contracts support effective implementation of the goals and strategies of the organization. Contracts include Memoranda of Understanding, Residency agreements, community agreements, etc.
- Managing all other general legal issues, including intellectual property issues, Resident selection/dismissal considerations, and financial structures/Board resolutions.

- Providing assistance to the Executive Director to ensure a thorough review of all large formal contracts, especially long-term financial commitments, across all areas of the program and organization.

# Chief Marketing Officer

(Maryann Thorpe)

The **Chief Marketing Officer** (CMO) will be primarily responsible for (but not limited to) the oversight and management of fund raising activities, product development, public relations, marketing communications (including advertising and promotions), market research, customer service, and any other appropriate duties as indicated by the Executive Director (E.D.). The CMO will work closely with the Chief Operations Officer, the Chief Financial Officer, and the Chief Administrative Officer, and report directly to the E.D. The CMO will also provide ongoing reports to the Board of Directors for Board review.

## **Reports to:**

- The Executive Director.

## **Major Functions/Accountabilities:**

- Developing meaningful and comprehensive measures and metrics for marketing the Foundation
- Development and implementation of Benchmark measurements with which to gauge the Foundation's marketing impact, effectiveness, and value
- Development and implementation of strategic marketing goals with which to measure and improve marketing performance
- Development of Tracking, Planning and Forecasting models to ensure the highest return on Marketing Strategies and expenditures
- Development and implementation of Multi-Channel inbound and outbound Mission Statement communications.
- Brand development and management
- Development of a Market Intelligence and Analytics platform
- The CMO shall have a direct voice in all proceedings and deliberations, and shall maintain all voting privileges.

# Chief Community Outreach Officer

(Mark Saloio)

The **Chief Community Outreach Officer** will be responsible for (but not necessarily limited to) the oversight and coordination of all community outreach activities, projects, and efforts. Such would include the identification of, and collaboration with, all Public Safety Agencies/Organizations who currently provide services to, or welfare checks on Sturbridge Seniors in an effort to identify those who may be in need. Additionally, the Chief Community Outreach Officer will identify any and all current senior service providers in Sturbridge, (i.e. Senior Center, Friends of Seniors, Meals on Wheels, etc.) and collaborate with these groups/agencies in an effort to identify, prioritize, coordinate and render REAS Foundation aid where appropriate and possible.

This individual should possess a strong public safety background (i.e. Law Enforcement, Fire Service, Emergency Medical Services), or possess strong fundamental knowledge of the operational structure and community service efforts of local public safety agencies/organizations.

**Reports to:** The Executive Director

## **Major Functions/Accountabilities:**

- Coordination of all Community Outreach activities, projects, and efforts.
- Identify local Public Safety Agencies/Organizations for collaboration and coordination purposes.
- Identify local Senior Program Providers (i.e. Senior Center, Friend of Seniors, Meals on Wheels, Visiting Nurses or Healthcare providers for collaboration and coordination of efforts.
- Establish and Identify liaisons within the various local Senior Service Providers and Public Safety Agencies/Organizations via the upper echelon management within these organizations.
- Identify current or planned programs existent within these organization and any duplication of efforts between providers in an attempt to merge and maximize efforts.
- Development of a Collaborative Reporting Program (CRP,) between and amongst all Senior Service Providers and Public Safety Agencies in an effort to maximize the identification of those who may be in need of REAS Foundation assistance.
- Establishment of a secure and confidential “Seniors in Need” database for the tracking, prioritization, and delivery of REAS Foundation Assistance.
- Establishment, oversight, and delivery of a continuing support platform that provides the ability for the REAS Foundation to monitor and follow-up with those who have received REAS Foundation assistance.
- Serve as the Public Information Officer (PIO) for the organization.
- The CCOO shall have a direct voice in all proceedings and deliberations, and maintain all voting privileges.

## **Board of Directors: Member - Functional Description**

- Maintains full voting privileges on all policy related matters.
  - Assists with the development of the organization's mission, services, policies, and programs.
  - Assists with the development and implementation of the organization's strategic plan.
  - Regularly attend board and committee meetings and functions, including special events.
  - Provide guidance and direction to the Chair on all matters relating to the mission statement of the organization and its work.
  - Helps to build and maintain a collegial working relationship that contributes to consensus.
  - Maintain a commitment to participate actively in committee work.
  - Review agenda and supporting materials prior to board and committee meetings.
  - Serve on committees or task forces and offer to take on special assignments.
  - Make a personal financial contribution to the organization.
  - Serve as an ambassador for the organization, informing others about its work and need for support.
  - Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization
  - Keep up-to-date on developments in the organization's field.
  - Follow conflict of interest and confidentiality policies.
  - Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.
  - Participate in fund raising for the organization.
  - Actively participate in the organization's annual evaluation and on-going strategic planning efforts.
-

## **Associate Members of the Board of Directors - Functional Description**

The purpose and function of Associate Member Status is to ensure the operational continuity, longevity, and professional development of the REAS Foundation. An integral component of our long-term success as an organization, will be the continued mentoring of Board member replacements, so as to ensure seamless transition and stability in the event of departure by any member or members of the Board of Directors. Associate Member status must be recognized as an important and integral element within the Foundation, and should be granted judiciously to individuals whose background, reputation, and commitment are reflective of the REAS Leadership Doctrine. It is recommended that Associate Member Status be granted to no more than six (6) individuals at any one time, and no fewer than two (2).

- Associate Members have no voting status on policy related matters, but maintain input into all discussions and are participatory in deliberations.
- Assist with the development of the organization's mission, services, policies, and programs.
- Assist with the development and implementation of the organization's strategic plan.
- Regularly attend board and committee meetings and functions, including special events.
- Provide guidance to the Board of Directors on all matters relating to the mission statement of the organization and its work.
- Helps to build and maintain a collegial working relationship that contributes to consensus.
- Maintain a commitment to participate actively in committee work.
- Review agenda and supporting materials prior to board and committee meetings.
- Serve on committees or task forces and offer to take on special assignments.
- Serve as an ambassador for the organization, informing others about its work and need for support.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization
- Keep up-to-date on developments in the organization's field.
- Follow conflict of interest and confidentiality policies.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.
- Participate in fund raising for the organization.
- Actively participate in the organization's annual evaluation and on-going strategic planning efforts.

## Board of Directors: Chair - Functional Description

(Linda Cocalis)

- Is a member of the Board
  - Serves as the Chief Volunteer of the organization (*nonprofit only*)
  - Is a partner with the Chief Executive in achieving the organization's mission
  - Provides leadership to the Board of Directors
  - Chairs meetings of the Board after developing the agenda with the Chief Executive.
  - Encourages Board's role in strategic planning.
  - Appoints the chairpersons of committees, in consultation with other Board members.
  - Serves *ex officio* as a member of committees and attends their meetings when invited.
  - Works with the Executive Director to discuss and confront issues facing the organization.
  - Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
  - Reviews with the Chief Executive any issues of concern to the Board.
  - Monitors financial planning and financial reports.
  - Plays a leading role in fundraising activities
  - Works with the Board to formally evaluate the performance of the Chief Executive, in addition to informally evaluating the effectiveness of the Board members.
  - Works with the Chief Executive to annually evaluate the performance of the organization in achieving its mission.
  - Performs other responsibilities assigned by the Board.
-

## **Board of Directors: Vice Chair - Functional Description**

**(Kathryn Latour)**

This position is typically a successor to the Chair position. In addition to the responsibilities outlined in the Committee Member job description, this position:

- Is a member of the Board
  - Performs Chair responsibilities when the Chair is unavailable (see Chair Job Description)
  - Reports to the Board's Chair
  - Works closely with the Chair and other staff
  - Participates closely with the Chair to develop and implement officer transition plans.
  - Performs other responsibilities as assigned by the Board.
-

## Board of Directors: Secretary - Functional Description

(Jennifer Lundwall)

**Secretary:** The *Secretary* shall be responsible for but not limited to: keeping records of Board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of minutes and the agenda to each Board member, and assuring that corporate records are maintained.

- Shall be a member of the Board
  - May serve as the Chief Administrative Officer of the organization
  - Attend all board meetings
  - Serve on the executive committee
  - Maintain all board records and ensure their accuracy as well as the effective management of all organizational records
  - Manages minutes of board meetings
  - Assume responsibilities of the chair in the absence of the board chair or vice chair
  - Provide notice of meetings of the board and/or of a committee when such notice is required
  - Is sufficiently familiar with legal requirements and documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings as well as day to day operations of the organization
-

## **Board of Directors: Treasurer - Functional Description**

**(James Rokicki)**

The Treasurer shall make a report at each Board meeting. Treasurer shall chair the Finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to Board members and the public.

- Shall be a member of the Board
  - May serve as the Chief Financial Officer of the organization
  - Maintain knowledge of the organization and personal commitment to its goals and objectives
  - Understand financial accounting for nonprofit organizations
  - Manages finances of the organization
  - Administrates fiscal matters of the organization
  - May serve as Chief financial officer of the organization and as chairperson of the finance committee.
  - Manage, with the finance committee, the board's review of and action related to the board's financial responsibilities.
  - Work with the chief executive and the Board of Directors to ensure that appropriate financial reports are made available to the board on a timely basis.
  - Assist the chief executive in preparing the annual budget and presenting the budget to the board for approval.
  - Review the annual audit and answers board members' questions about the audit.
  - Ensures development and broad review of financial policies and procedures
-

## **Board of Directors: Committee Chair - Functional Description**

- Is a member of the Board
- Sets tone for the committee work.
- Ensures that members have the information needed to do their jobs.
- Oversees the logistics of committee's operations.
- Reports to the Board's Chair.
- Reports to the full Board on committee's decisions/recommendations.
- Works closely with the Chief Executive and other staff as agreed to by the Chief Executive.
- Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.
- Initiates and leads the committee's annual evaluation.

## **REAS Foundation Directors – 11/11/2008**

### **Executive Board**

**Thomas R. Creamer**  
Executive Director

**Chief Operations Officer**

**Jennifer Lundwall**  
Chief Administrative Officer

**James Rokicki**  
Chief Financial Officer

**Maryann Thorpe**  
Chief Marketing Officer

**Mark Saloio**  
Chief Community Outreach Officer

**Jeff Chasse**  
Chief Counsel

### **Board of Directors**

**Linda Cocalis**  
Chairman of the Board

**Kathryn Latour**  
Vice Chairman of the Board

**Jennifer Lundwall**  
Secretary

**James Rokicki**  
Treasurer

**Lisa Kosinski**

**Marita Tasse**

**James Rokicki**

**Mike Harrington**

**Craig Moran**

**Barbara Search**

**Kathryn Latour**

**Jeff Tasse**

**Calvin Montigny**

**Rich Paradise**

## **Associate Members of the Board of Directors**

**Leslie Wong**

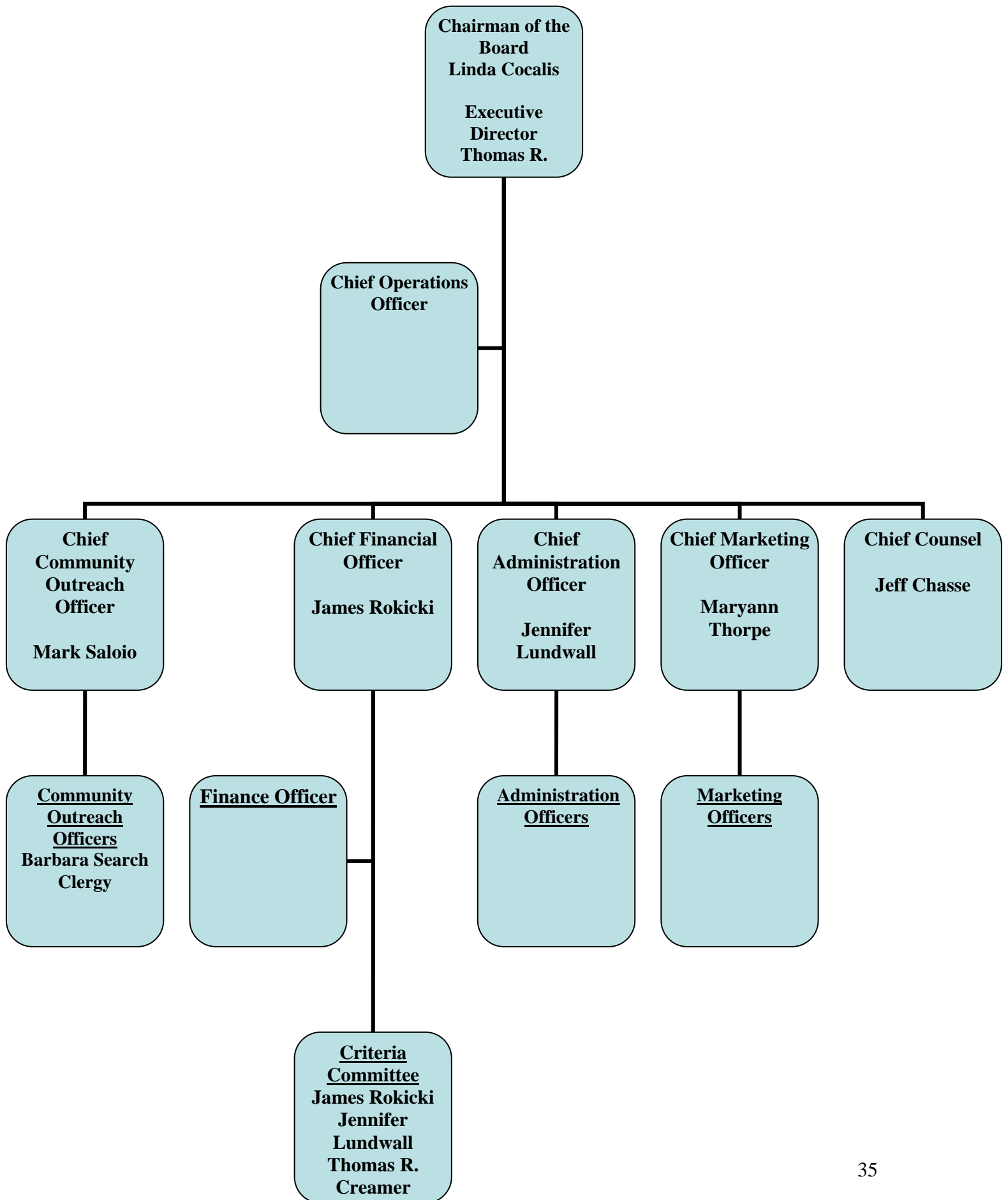
## Evaluating the Effectiveness of the Non-Profit Board of Directors:

The effectiveness of the nonprofit Board of Directors can be enhanced by regular assessment of its activities and performance. An assessment process can help board members to understand their role, and encourage fulfillment of board responsibilities. The process need not be complicated; it can be placed on the agenda of a board meeting, or occur regularly within board meeting discussions through questions that serve to refocus the board on larger issues. For example, a useful strategy is to conclude board meetings by asking board members to rate the meeting on an index card: Were the issues covered today significant? Did the materials you received prior to the meeting adequately prepare you to participate in the discussion? Did the board conduct matters of management or policy? Overall, was the meeting worth your time? A steady stream of feedback created by these responses and used by the board chair and executive director can greatly improve the value of board meetings.

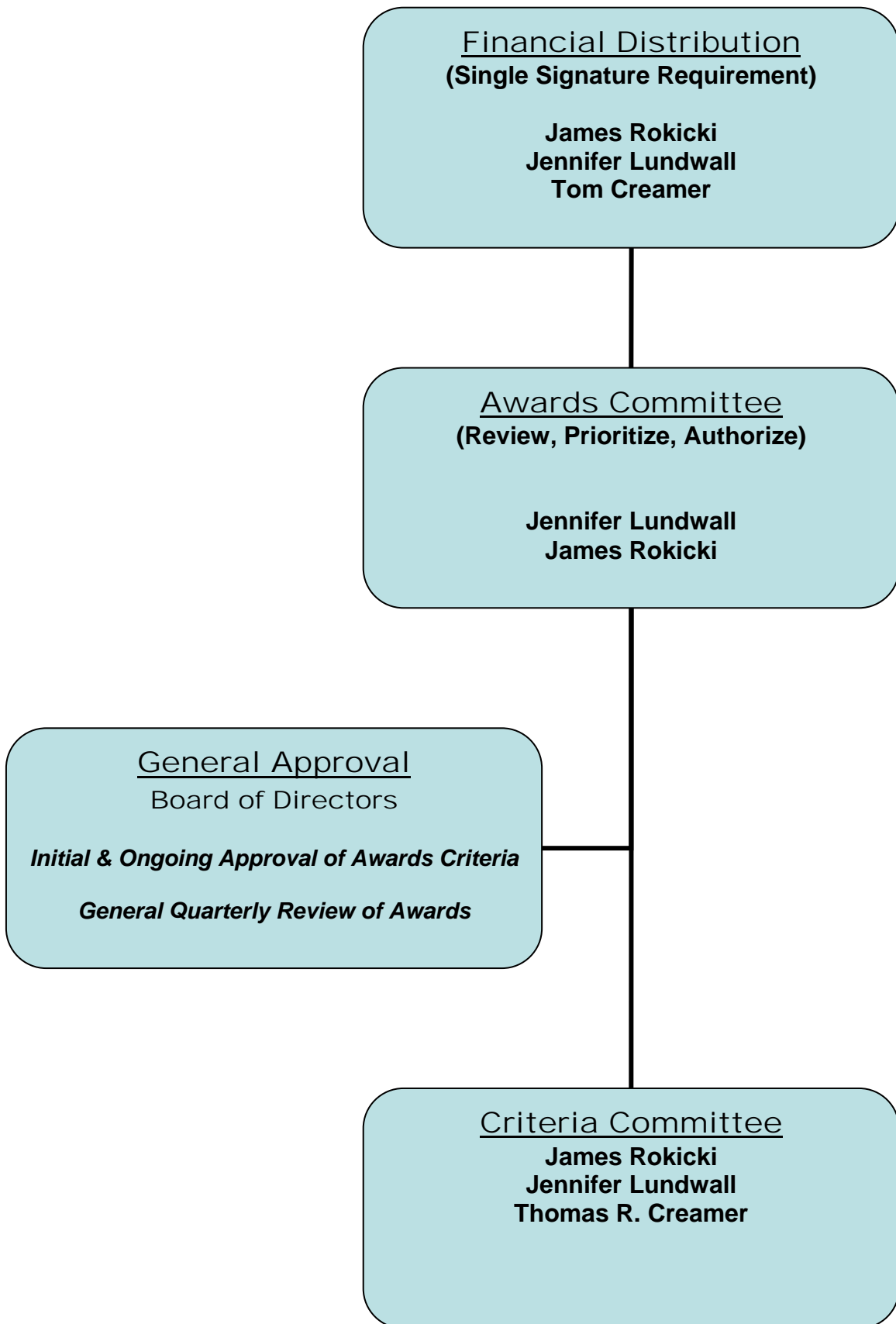
An annual board assessment gives each board member the opportunity to evaluate the board's overall effectiveness at accomplishing its goals in a variety of activity areas. It can be scheduled to occur during a board meeting, or completed by board members on their own time and returned to the agency. Results of the evaluation can be shared at the next board meeting, and appropriate follow-up then determined. A ranking system reflecting the level of accomplishment within each task may be useful (1= effective performance, 2=adequate performance, 3=inadequate performance, U= uncertain), and activities can be grouped into the following categories:

- Knowledge of board financial, legal and public responsibilities
- Representation to the public by the board
- Understanding and communication of the organization's mission
- Organization's compliance with legal regulations, licensing and other standards
- Effectiveness of board practice: Bylaws, committees, procedures
- Approval of outside counsel (legal, accounting, managerial)
- Relationship with the Executive Director
- Hiring, evaluating, managing, and compensating the Executive Director
- Strategic planning
- Policy development and approval
- Oversight of organizational financial structure and activity, including income, expenses, borrowing, insurance coverage, audits, bank relations, fund-raising, and other financial procedures
- Board performance: meeting attendance, discussion participation
- Board succession and nomination process
- New board member orientation

Current Committee Assignments - 06-30-10



## Award Determination and Distribution Matrix



## Publication Submissions Matrix

