

PFLAG [Chapter Name]: Board Governance Manual

This document was adapted from PFLAG Norman's governance guidelines and PFLAG National's Chapter Board Positions.

[Link Digital/up to date copy of bylaws here]

Board manual contents may include: bylaws, budget, policies and procedures, board list, board expectations and contract, history, fact sheet, goals, member statistics, program information, brochure and business cards.

Board governance is an integral part of keeping your chapter healthy and salient in addition to supporting your shared work in the government of your PFLAG Chapter. This document should be living and updated at least every 3 years. With every update this should be checked against your chapters bylaws for consistency.

Mission

To create a caring, just, and affirming world for LGBTQ+ people and those who love them.

History of PFLAG [Chapter Name]

Capture the development of your PFLAG Chapter by recording the inception of the chapter in real time. Information to include but not limited to can be founders, story, circumstances, successes and challenges, important dates.

Expectations of PFLAG [Chapter Name] Board Members

- Be dedicated to the PFLAG [Chapter Name] mission and to the vitality of the chapter.
- Board members in roles of president, secretary, and treasurer may not be married, living together, or related
- Undertake, maintain, and attend board meetings and assigned committee meetings; read financial reports and minutes.
- Attend at least one support group meeting as part of the new board member orientation.
- Make an annual financial donation to the chapter within their personal means, in addition to annual chapter dues.
- Maintain membership in the chapter.
- Serve on a board committee.
- Avoid speaking or acting on behalf of the PFLAG Board unless authorized to do so by the Board of Directors.
- Maintain files in digital archives accessible to all board members
- Maintain subscription to PFLAG National Electronic Communications

Job Descriptions: Officers

- President – The president develops the board agenda (with input from the full board), distributes the agenda prior to the board meeting, serves as spokesperson for the

chapter, facilitates planning and program development, appoints committee chairs and committee members (with input from the board), appoints ad hoc committees, and serves as ex officio member of all committees.

- Preside at all meetings of the Board of Directors
- Call the meeting of the Board for the election of new officers
- Call the annual and special meetings of the general membership
- Handle official PFLAG correspondence
- Develop chapter budget in cooperation with Treasurer
- Preside over regular, annual, and special meetings of the General Membership
- Represent or designate others to represent the chapter before external groups
- Evaluate current Support, Education, and Advocacy programs
- Sign all documents authorized by the Board of Directors
- Appoint the Chairpersons of all committees other than the Nominating Committee
- Be an ex-officio and non-voting member of all committees
- Head the chapter's effort to involve and build alliances with people of color, people of diverse faiths, bisexual and transgender people, youth, poor and working-class people, and others
- Be responsive to communication from PFLAG National in a timely manner
- Perform such other duties that from time to time may be assigned by the Board
- Secretary – The secretary provides minutes of the board meetings to board members, maintains the monthly attendance for general meetings and support group meetings, writes thank-you notes to donors and speakers, provides a board list (contact information) to board members and annually to PFLAG National, acts as email liaison to the national office, checks the post office box regularly, opens and disperses mail to appropriate officers, maintains history notebook and calendar of events, notifies membership of PFLAG events, maintains a mailing list for fundraising and invitations (i.e., conference), compiles ballot and biographies and mails and tabulates election results. The secretary also gathers email from the chapter website and disseminates to the appropriate person.
 - Maintain minutes of all meetings of the Board and of the general membership
 - Send notices for all meetings of the general membership
 - Send out notices for the Annual General Membership Meeting
 - Perform such other duties that from time to time may be assigned by the Board
 - Manages the digital record of all official PFLAG documents on a cloud-based storage platform selected by the Board
 - Be responsive to communication from PFLAG National in a timely manner
- Treasurer – The treasurer collects and photocopies donation and membership checks, makes deposits, prepares monthly financial reports to the board, maintains a list of donors which is provided to the secretary for the mailing lists, keeps contact information on all members and creates a directory, provides expense and income data to the board for the purpose of developing the annual budget, maintains documentation for all expenses disbursed, provides records to the board of directors upon request, reconciles checking and savings accounts, reports memberships and remits dues to the PFLAG national office, provides financial end-of-year information to the national office as

requested, files required nonprofit forms with the [STATE] Secretary of State's office, at the end of the fiscal year compiles all of that year's financial records into one electronic file, and files the 990-N form with the Internal Revenue Service. PFLAG [Chapter Name]'s fiscal year is October 1 – September 30.

- Chair the Budget Committee
- Handle all financial affairs of the chapter
- Maintain financial records, receipts and disbursements of funds
- Submit a financial report at each Board meeting
- Prepare an annual financial statement for the Annual General Membership Meeting
- File all required government reports
- Be responsive to communication from PFLAG National in a timely manner

Confidentiality Policy

It is the policy of PFLAG [Chapter Name] Chapter that Board members may not disclose or make accessible confidential information belonging to or obtained through their affiliation with PFLAG [Chapter Name] to any person including relatives, friends, and associates, other than to persons who have a legitimate need for such information and to whom PFLAG [Chapter Name] has authorized disclosure. Board members shall use confidential information solely for the purpose of performing services as a Board member for PFLAG [Chapter Name]. This policy is not intended to prevent disclosure where disclosure is required by law.

Conflict of Interest Policy

Board members have the legal duty of loyalty, that is, putting the interests of PFLAG [Chapter Name] above their personal interests. A conflict of interest is one in which a Board member is in a position to influence a decision that may result in a personal gain for themselves or for a relative as a result of PFLAG [Chapter Name]'s business dealings. Any potential conflict of interest should be disclosed by the Board member to an officer of PFLAG [Chapter Name].

Financial Management

1. Budget Development: It is the responsibility of the President and Treasurer to develop an annual budget for presentation to the Board.
2. Check Signing: The Board President, Vice President, or Treasurer are authorized to sign checks.
3. Expenses and Expense Reimbursement: The Board of Directors authorizes expenditures by approving an annual budget. The Board of Directors must approve expenses not outlined in the budget. In the event a board member must be reimbursed for an authorized expense, a receipt must be provided and the Treasurer is responsible for appropriate documentation of the reimbursement. Reimbursable travel expenses apply when the board authorizes attendance at the PFLAG National Conference (i.e., president or incoming president or other designees). The authorized attendee will be reimbursed for airline tickets (coach), hotel rooms, and conference registration. Per diem will follow [STATE] state travel guidelines.

4. Scholarship Fund: A separate accounting of donations made to the scholarship fund should be maintained by the Treasurer.

Fundraising

Board members are expected to give an annual monetary gift, according to their ability, to PFLAG [Chapter Name]. An annual fundraising campaign will be held in conjunction with the membership drive. Board members are expected to be involved in fundraising by using their personal and professional connections when appropriate, by soliciting funds, by serving on fundraising committees, and by attending fundraising events.

It is the duty of board members, when feasible, to provide training and mentorship for the person proceeding them within their role in addition to maintaining appropriate notes and files to support the role as it shifts.

New Board Member Orientation

(outline process here)

Minimum of 1 month overlap (September through October) in new and vacating members; strong suggestion of 3 months (Q4) to ensure adequate mentorship, training, and orientation to the role.

Basic Responsibilities of Nonprofit Boards

1. Determine the organization's mission and purpose. A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the board's responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.
2. Select the chief executive (board president). Boards must reach a consensus on the chief executive's job description and undertake a careful search to find the most qualified individual for the position.
3. Support the chief executive (board president) and review their performance. The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the entire board, should decide upon a periodic evaluation of their performance.
4. Ensure effective organizational planning. As stewards of the organization, boards must actively participate in an overall planning process and assist in implementing the plan's goals.
5. Ensure adequate resources. One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work to raise funds from the community.
6. Manage resources effectively. The board, in order to remain accountable to its donors and the public, and to safeguard its tax-exempt status, must develop the annual budget and ensure that proper financial controls are in place.
7. Determine, monitor, and strengthen the organization's programs and services. The board's role in this area is to determine which programs are the most consistent with the organization's mission and to monitor their effectiveness.
8. Enhance the organization's public standing. An organization's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulating the organization's mission, accomplishments and goals to the public, as well as garnering support from important members of the community, are important elements of a comprehensive public relations strategy.
9. Ensure legal and ethical integrity and maintain accountability. The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. Solid personnel policies will help ensure proper decorum in this area. The board must establish pertinent policies and adhere to provisions of the organization's bylaws and articles of incorporation.
10. Recruit and orient new board members and assess board performance. All boards have a responsibility to articulate and make known their needs in terms of member experience, skills, and many other considerations that define a "balanced" board composition. Boards must also orient new members to their responsibilities and the organization's history, needs, and challenges. By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievements and reach a consensus on which areas need to be improved.

Sections for Consideration

Ethics

These ethics policies state the values of the PFLAG [Chapter Name] Chapter and provide a code of conduct for its Board of Directors.

We, as PFLAG [Chapter Name] Board members, dedicate ourselves to carrying out the mission of this organization. We will:

1. Recognize that the chief function of the PFLAG [Chapter Name] Chapter is to serve the best interests of our constituency.
2. Accept as a personal duty the responsibility to keep up to date on emerging issues and to conduct ourselves with professional competence, fairness, impartiality, efficiency, and effectiveness.
3. Keep the community informed about issues affecting it.
4. Conduct the organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion; and with respect and personal integrity.
5. Exercise whatever discretionary authority the Board has under the law to carry out the mission of the organization.
6. Avoid any interest or activity that is in conflict with the conduct of the official duties.
7. Strive for personal professional excellence and encourage the professional development of others.

Committees Job Descriptions: Committee Chairs

The President appoints committee chairs and committee members. Committee members can include board members as well as non-board members. Responsibilities of a committee chair include:

- Attend all committee meetings.
- Call and preside over meetings of the committee.
- Set the agenda for committee meetings.
- Record decisions and recommendations made by the committee.
- Report the committee's activities and recommendations to the board.
- Invite the board president to attend committee meetings.
- Work with the president to decide who should serve on the committee.
- Delegate responsibilities to other committee members and encourage their full participation.
- Evaluate the work of the committee with other committee members and the board president in concert with the organization's strategic plan.

PFLAG [Chapter Name]'s Committee Chair Job Descriptions:

Each committee chair will lead the efforts to carry out the duties of their assigned committee.

- **Fundraising and Membership Committee:**
 - Identify local sources of income such as foundations, major donors, and businesses
 - Develop and manage fundraising events
 - Collect membership dues – new and renewal
 - Update membership records (address, phone, name changes) and communicate changes to PFLAG National
 - Develop New Member Welcome Kit or welcome new members with a phone call or letter
 - Provide membership list to other chapter leaders
 - Coordinate membership drives and member retention campaigns
 - Introduce new members and visitors to support group facilitators so they feel welcome and open to share during small group activities
- **Communications Committee:**
 - Newsletter and Annual Report:
 - Design layout of chapter newsletter
 - Write, collect and publish (with permission) interesting and relevant articles, updates and alerts
 - Coordinate advertising for the newsletter (if applicable)
 - Report on board actions from minutes provided by the Secretary
 - Ensure timely production of newsletter
 - Ensure delivery of newsletters using membership list from Fundraising and Membership Committee
 - Lead the development of an annual report on PFLAG [Chapter Name]'s activities and outcomes
 - Public Relations:
 - Develop local press list
 - Field media calls and refer to trained and designated spokesperson
 - Draft and disseminate press releases on chapter activities
 - Hold press conferences as needed
 - Assist with spokespersons training
 - Design and provide speaker training to interested volunteers
 - Serve as point of contact for organizations seeking speakers
 - Place speakers with engagements
 - Follow up with speakers to evaluate needs and success of presentation
 - Social Media. Manage all aspects of PFLAG [Chapter Name]'s social media channels, including:
 - Develop an optimal posting schedule, considering web traffic and engagement metrics
 - Create engaging text, image, and video content to sustain readers' curiosity and create buzz around PFLAG activities
 - Process member requests to PFLAG [Chapter Name]'s private Facebook group

- Respond to all comments and messages on PFLAG’s social media channels
- **Volunteer Committee**
 - Assess volunteer needs of programs, projects, and committees
 - Recruit new volunteers from current and potential members; assess skills and interests
 - Place volunteers in programs, projects, and committees needing assistance
 - Serve as volunteer “cheerleader” to encourage on-going commitment
 - Set up and/or maintain the chapter’s helpline
 - Work with the Communications Committee to publicize the helpline
 - Coordinate full coverage for answering the helpline
 - Train volunteers to answer the helpline knowledgeably and confidently
 - Coordinate volunteers to welcome new members and visitors to PFLAG meetings
 - Arrange for refreshments to be available at meetings (if holding in-person meetings)
- **Support Committee:**
 - Assess needs of Members to determine appropriate support group size, dynamics, and topics.
 - Train and coordinate other facilitators in support group facilitation techniques and topics including PFLAG’s mission, confidentiality code, sharing circle, and resource referrals.
 - Develop and train other support groups as needed, such as family AIDS support, straight spouses, children of LGBTQ parents, LGBTQ people, first-time visitors, families and friends of transgender people
 - Be ready to refer people to other resources in the community.
 - Develop opportunities for support group participants to be involved in PFLAG activities outside of the support groups.
 - Assess chapter needs for establishing a Resource Library
 - Identify specific books, videos, audiotapes, pamphlets, and other information that your chapter should acquire for the resource library
 - Solicit financial or in-kind contributions to acquire resources for the resource library
 - Develop a lending library system to ensure that materials are borrowed, used, and returned
- **Education Committee:**
 - Oversee all aspects of the scholarship program, including:
 - Developing a scholarship timeline
 - Maintaining the scholarship form and review of form, criteria for selection, qualifications
 - Scholarship committee and its function and responsibility
 - Board approval/acknowledgement of the recipient(s)
 - Documentation of notification to recipient(s) and his/her parent(s)
 - Verification of recipient(s)’ enrollment in a higher learning institution

- Documentation of scholarship funds to bursar of higher learning institution (and notification to board of such)
- Develop new programs for upcoming chapter meetings
- Read other chapter newsletters, PFLAG Voice, and PFLAGpole (provided by PFLAG National) for ideas on innovative chapter programs
- Work with Volunteer Committee to involve others in program activities
- Work with chapter and community members to identify area(s) of interest for educational initiatives (PFLAG FYI is a good source of ideas)
- Research/monitor educational issue area(s) in various media (print and broadcast media, online sources, literature, etc.)
- Oversee internal chapter education and planning for educational initiatives
- Facilitate acquisition or development of materials such as brochures, fact sheets, booklets, etc., for presentations and educational campaigns (many of these resources are available from PFLAG National)
- **Advocacy Committee:**
 - Work with chapter and community members to identify area(s) of interest for advocacy initiatives
 - Research/monitor advocacy issue area(s) in various media (print and broadcast media, online sources, literature, etc.)
 - Oversee chapter skills-building and planning for advocacy initiatives (may involve work with Program Committee); i.e., voter registration training, lobby visit preparation, etc.
 - Facilitate acquisition or development of materials such as sample letters, talking points, brochures, fact sheets, booklets, etc., for advocacy work (many of these resources are available from PFLAG National)
 - Works with President and all other Committee Chairs to ensure that the chapter is welcoming and inclusive of people of color, bisexual and transgender people, youth, poor and working-class people, people of diverse faith communities, people with disabilities, etc.
 - Helps chapter identify barriers to full inclusion for the groups mentioned above.
 - Works to build relationships with local groups representing the groups mentioned above.