

2015

Corcoran  
Neighborhood  
Organization

Eric Gustafson,  
Executive Director

# BOARD OF DIRECTORS HANDBOOK

This Handbook contains general CNO organization information, position descriptions, a general annual calendar, contact information, and CNO bylaws.

<b>POSITION DESCRIPTION</b>	<b>Position:</b>	<b>Collective Responsibilities</b>	
	<b>Duration of Term:</b>	See specific position descriptions	
	<b>Time Commitment:</b>	See specific position descriptions	
<b>Role Overview</b>			
<p>The Corcoran Neighborhood Organization (CNO) Board of Directors is responsible for defining the organization’s mission and for providing overall leadership and strategic direction to the organization. As members of the CNO Board of Directors, Directors shall be committed to the mission and dedicated to the success of CNO and shall demonstrate their personal stake in the organization and its mission through active participation and leadership in neighborhood issues, making a financial contribution to the organization, fundraising efforts, and other events.</p>			
<b>Required Meetings</b>			
See specific position descriptions.			
<b>Role Responsibilities</b>			
<p>As a member of the CNO Board of Directors, all members share the following collective responsibilities and shall:</p> <ol style="list-style-type: none"> <li>1. Represent the CNO at meetings relating to the work of the organization. <ol style="list-style-type: none"> <li>a. Members must represent the wishes of the entire board or membership over their own personal ideas.</li> <li>b. Members may not use their title when offering their personal ideas and must make it clear that they are not representing the organization if their opinions differ from that of the organization.</li> </ol> </li> <li>2. Read and gain understanding of all materials necessary to be an active and educated participant in all meetings, including, but not limited to, the Board member packet, organizational goals, mission, and policies.</li> <li>3. Be prepared to address the questions and concerns of the Board of Directors as they pertain to activities and goals of the organization.</li> <li>4. Be educated on issues pertaining to the organization and offer to take on special projects.</li> <li>5. Participate when possible in the events and meeting of the CNO. Examples include the Midtown Farmers Market, fundraisers, neighborhood gatherings, etc.</li> <li>6. Assist the Board in carrying out its fiduciary responsibilities and help ensure the financial stability of the organization by participating in fundraising activities. The Board of Directors is legally responsible for the actions and activities of the organization.</li> <li>7. Make a financial contribution to the organization.</li> <li>8. Be responsible for upholding and promoting the CNO’s mission and using its resources wisely and in accordance with the law.</li> </ol>			
<b>Approved By:</b>	Corcoran Neighborhood Organization Board	<b>Date:</b>	8/3/11
<b>Approved By:</b>		<b>Date:</b>	

<b>POSITION DESCRIPTION</b>	<b>Position:</b>	<b>Chair</b>	
	<b>Duration of Term:</b>	2-year Term	
	<b>Time Commitment:</b>	Approximately 10 hours per month (variable)	
<b>Role Overview</b>			
<p>The Chairperson shall schedule and preside at all meetings of the General Membership, Board of Directors, and Executive Committee. The Chairperson will use <i>Robert's Rules of Order</i> to conduct all meetings of the CNO. The Chairperson shall be the chief executive officer of the corporation and shall see that all resolutions and orders of the General Membership and the Board of Directors are carried into effect.</p>			
<b>Required Meetings</b>			
<ul style="list-style-type: none"> <li>• Monthly CNO Board of Directors meeting</li> <li>• Monthly Executive Committee meetings as scheduled</li> <li>• Quarterly General Membership meetings</li> <li>• Ad hoc, training, community, emergency, and other special meetings as needed</li> </ul>			
<b>Role Responsibilities</b>			
<p>In addition to the Corcoran Neighborhood Organization Board's collective responsibilities, the Chairperson shall:</p> <ol style="list-style-type: none"> <li>1. Be considered the President for the purpose of carrying out the duties of the signatory agent and may execute documents on behalf of the CNO.</li> <li>2. As an elected officer, serve on the Executive Committee along with the Vice Chair, Secretary, and Treasurer. <ol style="list-style-type: none"> <li>a. It is the Executive Committee's duty to set the board agenda, conduct an annual review of the Executive Director and the organization, ensure that organizational goals are set and met, participate in the hiring of new staff, recruit and evaluate potential new board members, and work with the Executive Director on all personnel-related issues.</li> </ol> </li> <li>3. Work to ensure that an active membership is maintained.</li> <li>4. Strive to be impartial, and not advocate for one position or another, unless all others have had an opportunity to speak up or volunteer.</li> <li>5. Keep in regular contact with the Executive Director to ensure a continuity of activities.</li> <li>6. Keep other board members and appropriate committees informed regarding the organization and its activities and conditions affecting it.</li> <li>7. Act as a spokesperson for the organization.</li> <li>8. Only vote in case of a tie at General Membership, Board of Directors, and Committee meetings.</li> </ol>			
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<b>Approved By:</b>		<b>Date:</b>	

<b>POSITION DESCRIPTION</b>	<b>Position:</b>	<b>Vice Chair</b>	
	<b>Duration of Term:</b>	2-year Term	
	<b>Time Commitment:</b>	Approximately 8 hours per month (variable)	
<b>Role Overview</b>			
<p>The Vice Chair attends all meetings of the General Membership, Board of Directors, and Executive Committee, and shall preside over those meetings in the Chairperson’s absence. In those cases, the Vice Chair will use <i>Robert’s Rules of Order</i> to conduct those meetings. The Vice Chair is also a member of the Executive Committee and is responsible for duties related to that Committee.</p>			
<b>Required Meetings</b>			
<ul style="list-style-type: none"> <li>• Monthly CNO Board of Directors meeting</li> <li>• Monthly Executive Committee meetings as scheduled</li> <li>• Quarterly General Membership meetings</li> <li>• Ad hoc, training, community, emergency, and other special meetings as needed</li> </ul>			
<b>Role Responsibilities</b>			
<p>In addition to the Corcoran Neighborhood Organization Boar’s collective responsibilities, the Vice Chair shall:</p> <ol style="list-style-type: none"> <li>1. Be educated on issues pertaining to the organization and offer to take on special projects.</li> <li>2. Aide the Chair in his/her duties and perform those duties in his/her absence.</li> <li>3. As an elected officer, serve on the Executive Committee along with the Chair, Secretary, and Treasurer. <ol style="list-style-type: none"> <li>a. It is the Executive Committee’s duty to set the board agenda, conduct an annual review of the Executive Director and the organization, ensure that organizational goals are set and met, participate in the hiring of new staff, recruit and evaluate potential new board members, and work with the Executive Director on all personnel-related issues.</li> </ol> </li> <li>4. Work to ensure that an active membership is maintained.</li> <li>5. Help to coordinate an annual Volunteer Recognition event.</li> </ol>			
<b>Approved By:</b>	Corcoran Neighborhood Organization Board	<b>Date:</b>	8/3/11
<b>Approved By:</b>		<b>Date:</b>	

<b>POSITION DESCRIPTION</b>	<b>Position:</b>	<b>Secretary</b>	
	<b>Duration of Term:</b>	2-year Term	
	<b>Time Commitment:</b>	Approximately 10 hours per month (variable)	
<b>Role Overview</b>			
<p>The Secretary attends all meetings of the General Membership, Board of Directors, and Executive Committee, and maintains the CNO's official record of those meetings. In addition to record-keeping responsibilities, the Secretary is a member of the Executive Committee and is responsible for duties related to that Committee.</p>			
<b>Required Meetings</b>			
<ul style="list-style-type: none"> <li>• Monthly CNO Board of Directors meeting</li> <li>• Monthly Executive Committee meetings as scheduled</li> <li>• Quarterly General Membership meetings</li> <li>• Ad hoc, training, community, emergency, and other special meetings as needed</li> </ul>			
<b>Role Responsibilities</b>			
<p>In addition to the Corcoran Neighborhood Organization Board's collective responsibilities, the Secretary shall:</p> <ol style="list-style-type: none"> <li>1. Take notes at all Board of Directors and General Membership meetings and prepare detailed minutes of meetings in a timely manner for comment by the Board. <ol style="list-style-type: none"> <li>a. Coordinate with appropriate staff in submitting final minutes on time for publication in the Corcoran News</li> <li>b. Coordinate with appropriate staff to ensure filing of the approved minutes in the permanent record.</li> </ol> </li> <li>2. Be educated on issues pertaining to the organization and offer to take on special projects.</li> <li>3. As an elected officer, serve on the Executive Committee along with the Chair, Vice Chair, and Treasurer. <ol style="list-style-type: none"> <li>a. It is the Executive Committee's duty to set the board agenda, conduct an annual review of the Executive Director and the organization, ensure that organizational goals are set and met, participate in the hiring of new staff, recruit and evaluate potential new board members, and work with the Executive Director on all personnel-related issues.</li> </ol> </li> <li>4. Work to ensure that an active membership is maintained.</li> <li>5. Ensure that policies and minutes from the General Membership, Board of Directors, and Committee meetings are maintained and available for viewing upon the request of any voting Member of the CNO.</li> </ol>			
<b>Approved By:</b>	Corcoran Neighborhood Board	<b>Date:</b>	8/3/11
<b>Approved By:</b>		<b>Date:</b>	

<b>POSITION DESCRIPTION</b>	<b>Position:</b>	<b>Treasurer</b>	
	<b>Duration of Term:</b>	2-year Term	
	<b>Time Commitment:</b>	Approximately 6 hours per month (variable)	
<b>Role Overview</b>			
The Treasurer ensures that the CNO maintains sound financial standing and is responsible for understanding and explaining the CNO's fiduciary records to the Board. In addition to financial responsibilities, the Treasurer attends all meetings of the General Membership, Board of Directors, and Executive Committee.			
<b>Required Meetings</b>			
<ul style="list-style-type: none"> <li>• Monthly CNO Board of Directors meeting</li> <li>• Monthly Executive Committee meetings as scheduled</li> <li>• Quarterly General Membership meetings</li> <li>• Ad hoc, training, community, emergency, and other special meetings as needed</li> </ul>			
<b>Role Responsibilities</b>			
In addition to the Corcoran Neighborhood Organization Board's collective responsibilities, the Treasurer shall:			
<ol style="list-style-type: none"> <li>1. Assure accurate record and accounts of all monies of the Corporation received or disbursed and keep CNO in sound financial standing with adequate cash flow.</li> <li>2. Review the monthly financial reports of the CNO.</li> <li>3. Approve all bank reconciliations.</li> <li>4. Pay out funds only as authorized by the Board of Directors, approve all expenses over \$500, and sign checks twice a month.</li> <li>5. Review and approve the Executive Director's timecards.</li> <li>6. Help CNO prepare for its yearly audit and attend any audit-related meetings.</li> <li>7. Present a yearly budget to the Board of Directors prior to the beginning of the fiscal year.</li> <li>8. Provide monthly financial reports at Board meetings to keep other members of the Board informed.</li> <li>9. See that an annual budget report is printed in The Corcoran News or some other publication that is available to Corcoran residents and presented at a General Membership meeting annually.</li> <li>10. Assist the Executive Director in organizing trainings for new and existing Board members as needed.</li> <li>11. As an elected officer, serve on the Executive Committee along with the Chairperson, Vice Chair, and Secretary. <ol style="list-style-type: none"> <li>a. It is the Executive Committee's duty to set the board agenda, conduct an annual review of the Executive Director and the organization, ensure that organizational goals are set and met, participate in the hiring of new staff, recruit and evaluate potential new board members, and work with the Executive Director on all personnel-related issues.</li> </ol> </li> <li>12. Be educated on issues pertaining to the organization and offer to take on special projects.</li> <li>13. Work to ensure that an active membership is maintained.</li> </ol>			
<b>Approved By:</b>	Corcoran Neighborhood Organization Board		<b>Date:</b> 8/3/11
<b>Approved By:</b>			<b>Date:</b>

<b>POSITION DESCRIPTION</b>	<b>Position:</b>	<b>Midtown Farmers Market Committee Chair</b>	
	<b>Duration of Term:</b>	2-year Term	
	<b>Time Commitment:</b>	Minimum 10 hours per month (variable)	
<b>Role Overview</b>			
<p>The Midtown Farmers Market Chair (or Co-Chair) is dedicated to the mission of the Market and the CNO and leads the committee in shaping the future of the Midtown Farmers Market with emphasis on the values of community, equitable access, local, small scale, cooperation, and collaboration. The Chair is responsible for calling and running Market Committee meetings, and working with Market staff to establish and achieve Market goals.</p>			
<b>Required Meetings</b>			
<ul style="list-style-type: none"> <li>• Monthly meeting with Market Manager to set monthly meeting agenda.</li> <li>• Monthly meeting of the Midtown Farmers Market Committee</li> <li>• Monthly CNO Board of Directors Meeting (at least one of the two Co-Chairs)</li> <li>• Annual Market retreat and Annual Vendor meeting</li> <li>• Meetings related to other areas of interest</li> </ul>			
<b>Role Responsibilities</b>			
<p>In addition to the Corcoran Neighborhood Organization Board's collective responsibilities, the Midtown Farmers Market Chair (Co-Chair) shall:</p> <ol style="list-style-type: none"> <li>1. Prepare for, attend, and lead the regularly scheduled meetings of the Market Committee, unless such duties are designated to a co-chair. Preparation includes working with CNO staff to set an agenda, preparing materials for upcoming meetings, and securing a public location for the meeting.</li> <li>2. Facilitate monthly Market Committee meetings. Use facilitation strategies that garner input from Committee members and keep meetings on track.</li> <li>3. Ensure that minutes are kept and sent to the CNO Board of Directors. Include time on the agenda for sub-committee reports and monitor their progress to ensure timely completion of tasks and/or goals.</li> <li>4. One Co-Chair must be a member of the CNO Board of Directors, acting as a liaison between the CNO Board and the Market Committee, keeping both entities informed about pertinent issues and information relating to each.</li> <li>5. Report to the Board of Directors on Market committee activities since the previous month's meeting. Any resolutions voted upon by the committee must be presented to the Board of Directors for review and approval prior to any action taken on said resolutions.</li> <li>6. Work to ensure that an active Committee membership roster is maintained and that detailed committee records are kept on file at the CNO office.</li> <li>7. Ensure that committee members are aware of and follow CNO policies related to planning events, fundraising, and committee membership.</li> <li>8. Work with Market staff and Market Committee volunteers to draft goals for the Market. Send draft goals to the CNO Board for approval by the deadline established by the CNO Board. The CNO Board sets goals for the organization once every two years.</li> <li>9. Participate, when possible, in events that promote the Midtown Farmers Market. Examples include: Set up and take down of market site, cooking demos, marketing opportunities/presentations, fundraisers, neighborhood gatherings, etc.</li> <li>10. The Market Chair may delegate some of the above duties to a co-chair that is selected by the committee, but the Chair is ultimately responsible for the actions of the committee to the CNO Board of Directors.</li> </ol>			
<b>Approved By:</b>	Corcoran Neighborhood Organization Board	<b>Date:</b>	8/3/11
<b>Approved By:</b>	Midtown Farmers Market Committee	<b>Date:</b>	

<b>POSITION DESCRIPTION</b>	<b>Position:</b>	<b>Land Use &amp; Housing Committee Chair</b>	
	<b>Duration of Term:</b>	Open	
	<b>Time Commitment:</b>	Approximately 5-10 hours per month (variable)	
<b>Role Overview</b>			
<p>The Land Use &amp; Housing Committee Chair is dedicated to the mission of the CNO and leads the Committee in shaping major development projects through grassroots and professionally-facilitated planning efforts, and through partnership with planners, developers, and local government. The Chair is responsible for conducting Land Use &amp; Housing Committee meetings, and working with CNO staff to establish and achieve Land Use- and Housing-related goals in the neighborhood.</p>			
<b>Required Meetings</b>			
<ul style="list-style-type: none"> <li>• Monthly Meeting of the Land Use &amp; Housing Committee, and special meetings as required</li> <li>• Monthly CNO Board of Directors Meeting</li> <li>• Ad hoc, training, community, emergency, and other special meetings as needed</li> </ul>			
<b>Role Responsibilities</b>			
<p>In addition to the Corcoran Neighborhood Organization Board’s collective responsibilities, the Land Use &amp; Housing Committee Chair shall:</p> <ol style="list-style-type: none"> <li>1. Prepare for, attend, and lead the regularly scheduled meetings of the Land Use &amp; Housing Committee, unless such duties are designated to a co-chair. Preparation includes working with CNO staff to set an agenda, preparing materials for upcoming meetings, and securing a public location for the meeting.</li> <li>2. Assist professional staff with week-to-week decisions relating to land use goals and strategies.</li> <li>3. Work to ensure that an active Committee membership roster is maintained and that detailed committee records are kept on file at the CNO office.</li> <li>4. Attend the meetings of the CNO Board of Directors, and participate to transact the business, manage the affairs, and determine policy for the CNO.</li> <li>5. Act as a liaison between the CNO Board of Directors and the committee, keeping both informed about pertinent issues and information relating to each.</li> <li>6. Report to the Board of Directors at monthly Board meetings on Land Use &amp; Housing Committee activities and issues that occurred in the previous month. Any resolutions voted upon by the Land Use &amp; Housing Committee must be presented to the Board of Directors for review and approval prior to any action taken on said resolutions.</li> <li>7. The Land Use &amp; Housing Committee Chair may delegate some of the above duties to a co-chair that is selected by the committee, but is ultimately responsible for the actions of the committee to the Board of Directors.</li> </ol>			
<b>Approved By:</b>	Corcoran Neighborhood Organization Board	<b>Date:</b>	8/3/11
<b>Approved By:</b>	Land Use & Housing Committee	<b>Date:</b>	



<b>POSITION DESCRIPTION</b>	<b>Position:</b>	<b>Newspaper Committee Chair</b>	
	<b>Duration of Term:</b>	Open	
	<b>Time Commitment:</b>	Approximately 5-10 hours per month (variable)	
<b>Role Overview</b>			
<p>The Newspaper Chair is dedicated to the mission of the CNO and, in keeping with the Board-approved purpose of the Corcoran News, seeks volunteer voices reflecting Corcoran’s diversity to engage and equip our neighbors to better understand, improve, and protect the unique character of our neighborhood. The Newspaper Chair is Editor of the Corcoran News on behalf of the CNO Board and makes final decisions on content and layout; leads efforts to recruit new contributors and identify partners; helps recruit advertisers; and shares with staff a prominent role in monthly production.</p>			
<b>Required Meetings</b>			
<ul style="list-style-type: none"> <li>• Monthly CNO Board of Directors Meeting</li> <li>• Meetings of the Corcoran News as needed for publication</li> </ul>			
<b>Role Responsibilities</b>			
<p>In addition to the Corcoran Neighborhood Organization Board’s collective responsibilities, the Newspaper Chair shall:</p> <ol style="list-style-type: none"> <li>1. Attend and lead the meetings related to Newspaper production, understand and abide by the Board-approved Goals and Priority of Content, and make final decisions regarding the content and layout of the Corcoran News.</li> <li>2. Share with staff a prominent role in monthly production of the Newspaper. Gain and maintain a basic understanding of the necessary computer layout skills and be capable and prepared to handle layout duties.</li> <li>3. Lead efforts to recruit new contributors, editing volunteers, and future Newspaper Chair to be involved in the Corcoran News.</li> <li>4. Help staff and the Board to recruit advertisers and meet the annual goals relating to the budget.</li> <li>5. Report to the Board of Directors on the Corcoran News since the previous month’s Board meeting. The CNO Board is publisher of the Corcoran News, appoints the Newspaper Chair, help recruit participation and advertisers, and furnishes monthly input and feedback to the Newspaper Chair on previous and upcoming editions based on the Board-approved Goals and Priority of Content.</li> <li>6. Represent the CNO, Board, and membership at meetings relating to the work of the organization.</li> <li>7. Represent the Corcoran News at meetings related to the work of the organization. While doing so, the Newspaper Chair must represent the policies of CNO over their own personal ideas. The Newspaper Chair may not use the title when offering personal ideas and must make it clear that he/she is not representing the organization if the opinion differs from that of the organization.</li> <li>8. Read and gain understanding of all materials necessary to be an active and educated participant in all meetings, including, but not limited to, the Board Member packet, organizational goals, missions, and policies. Be prepared to address the questions and concerns of the Board as they pertain to activities and goals of the organization.</li> </ol>			
<b>Approved By:</b>	Corcoran Neighborhood Organization Board	<b>Date:</b>	8/3/11
<b>Approved By:</b>		<b>Date:</b>	

<b>POSITION DESCRIPTION</b>	<b>Position:</b>	<b>At Large</b>	
	<b>Duration of Term:</b>	Open	
	<b>Time Commitment:</b>	Approximately 6 hours per month (variable)	
<b>Role Overview</b>			
<p>The At Large position is for residents who have not served on a board before, who are new to the organization, or who have interests outside of one of the other Board positions. At large members are dedicated to the mission of the CNO and advance the organization by assisting with established projects or offering unique skill sets sought by the CNO Board, such as strategic planning, interpretation, etc.</p>			
<b>Required Meetings</b>			
<ul style="list-style-type: none"> <li>• Monthly CNO Board of Directors Meeting</li> <li>• CNO Membership meetings</li> <li>• Meetings related to other areas of interest</li> </ul>			
<b>Role Responsibilities</b>			
<p>In addition to the Corcoran Neighborhood Organization Board's collective responsibilities, the At Large Board Member shall:</p> <ol style="list-style-type: none"> <li>1. State his/her area of interest to the Board and develop a tailored position description for the term. Work with staff and volunteers to further that cause.</li> <li>2. Offer to take on special projects.</li> </ol>			
<b>Approved By:</b>	Corcoran Neighborhood Organization Board	<b>Date:</b>	8/3/11
<b>Approved By:</b>		<b>Date:</b>	