

# **Red Rock Audubon Society Board and Committee Operating Manual**

## **1. Name and Purpose**

Section 1.01: The name of this document is the Red Rock Audubon Society (RRAS) Board and Committee Operating Manual. The purpose of this document is to provide descriptions of the roles and responsibilities of the Board of Directors of Red Rock Audubon Society (“RRAS”) which is composed of its elected officers, appointed chairs of standing committees, and appointed directors at large.

## **2. Board Mission Statement**

Section 2.01: The Board’s mission is to establish and maintain a Board of Directors designed to serve the immediate and long-term needs of the chapter that are required to fulfill the stated mission and values of RRAS.

Section 2.02: Our organization values these behaviors (how we work together) to accomplish our mission:

- Promoting Equity, Diversity, Inclusion and Belonging (“EDIB”)
- Ensuring everyone feels welcomed
- Birding for all in our community
- Building a better community (people and birds) through birding
- Valuing the interconnection between the human and birding world
- Being in nature to connect with nature
- Having fun working together

## **3. Fluidity**

Section 3.01: In order to fulfill the RRAS mission, the organization must be able to evolve to meet the needs and challenges which arise. As new technologies develop and physical capabilities change, the Board must be able to act quickly to determine and support new avenues of action.

Section 3.02: This document can be modified as necessary upon the majority approval of the Board. Changes to this document can be made only after proper notice, discussion, and motion at a regular or special Board of Directors meeting as defined in the RRAS Bylaws.

## **4. General Responsibilities of the Board of Directors**

Section 4.01: As the highest leadership body of the organization and to satisfy its fiduciary duties, The Board of Directors is responsible for determining the mission and purposes of RRAS. It shall carry out its duties in accordance with the mission and purposes in mind by:

Establishing identity and direction

- Uphold the Vision, Mission, Strategies and Action Plans by ensuring they are reflected in the organization's programming
- Define Strategies and Action Plans
- Ensure the organization's priorities are reflected in the annual budget

Ensuring the necessary resources are available

- Chapter has funding sufficient to pursue its programs
- Board members are active participants in fundraising activities
- Board and committee composition reflects the needs of the organization
- Recruit and ensure a diverse and capable pipeline of board candidates

Providing oversight

- Financial audit is conducted annually
- Chapter is certified by National Audubon annually
- Chapter dashboard metrics are defined and reviewed quarterly
- Review information related to the organization's performance and perception in the community
- Publish an annual report to membership

Board operational excellence

- Develop and mentor effective committees, special committees, and task forces
- Schedule, organize and execute Board meetings in accordance with the organization's By-Laws and approved systems
- Anticipate and plan for transitions out of a role on the board or committee by being considerate with time and delegation of responsibilities

## **5. Officers**

Section 5.01: The officers elected to the Board of Directors are President, Vice Presidents, Secretary and Treasurer in accordance with the chapter's By-Laws

Section 5.02: **President**

General Functions:

The President is the leader and public face of RRAS and its membership.

Duties:

- Preside over meetings of the board and, in consultation with the board, develop agendas for those meetings.
- The President also serves as the Board of Directors' Chairperson.
- Lead the board in developing strategies, annual plans and budgets.
- Be sensitive to board members' needs. Offer encouragement and praise when needed and resolve internal board disputes if necessary.
- Provide encouragement and recognition to volunteers.
- Ensure that committees have chairs, members and budgets and are fulfilling their mandates. Consult often with other board members and committee chairs.
- Identify and cultivate emerging leaders. Be sure they are mentored and are provided the training needed to move into positions of responsibility.
- Act as a spokesperson for the chapter in the community. Be prepared to field a wide variety of communications that come from members of the community, the press, and elected officials. Stay abreast of national and flyway issues through the *National Chapter Leaders Network*. Encourage involvement in National Audubon's programs and participation in flyway issues.
- Fill out and return the annual Chapter Report. Be sure the Treasurer assists with the financial information.
- Make sure the chapter has legal assistance as needed. Stay alert to any activities that may be inappropriate for a 501(c)(3) organization.
- Oversee administrative matters of the chapter. Delegate appropriate responsibilities to other officers and members.

Section 5.03: **Vice President(s)**

General Function:

The Vice President(s) have very specific functions within the chapter, or they will act more as an all-around backup to the president. In the absence of the President, the Vice President will direct and administer all phases of the chapter subject to instruction from the board.

Duties:

- In the absence of the President, conduct the affairs of the chapter and preside at meetings of the board and meetings of the membership.
- Serve as Parliamentarian, guiding the conduct of Board meetings.
- Assist the President in any way designated.
- Serve as the Chair of the General Meeting Committee.

#### Section 5.04: **Secretary**

##### General Function:

The Secretary is responsible for the smooth operation of the chapter's business. The Secretary provides important and valuable services such as writing and distributing meeting notices, agendas, and minutes, ensuring that the chapter's actions are memorialized according to RRAS By Laws.

##### Duties:

- Provide the President with an agenda for each Board meeting and, in the absence of both the President and the Vice-President, call meetings to order and preside.
- Maintain custody, order, and access to records of the chapter, including taking and distributing minutes of meetings.
- Send notice of meetings to appropriate members of the chapter and board.
- Record minutes of all board meetings and share with the board before subsequent board meetings.
- For board meetings, include a brief description of the business that was discussed, and any decisions that were made, the exact wording of any motions, including the names of persons making and seconding the motion, and resulting votes. Also include the secretary's signature and date.

#### Section 5.05: **Treasurer**

##### General Function:

The Treasurer is the custodian of the chapter's funds and is responsible for keeping accurate accounts and dispersing funds in accordance with the Board's direction, chapter policy and within the guidelines of the RRAS By Laws.

##### Duties:

- Collect all chapter funds and deposit them in a bank account so as to maximize return on deposit and maintain their security and accessibility.
- Prepare an annual budget with the advice and approval of the board.
- Produce monthly or quarterly financial reports and maintain accurate books that are available for board scrutiny at monthly meetings or as requested.
- Disburse chapter funds as directed by the board, either through approval of a specific expenditure or through approval of criteria for expenditures.
- Provide leadership and ideas for fundraising initiated by the board and chapter for chapter programs.

- Maintain the tax-exempt status of the chapter unless this responsibility is specifically designated to another board member.
- Report to National Audubon annually using the financial portion of the Annual Chapter Report form.
- Work closely with the membership chair to help maintain an accurate accounting of baseline funding, collaborative funding, and membership recruitment incentive funds.
- Quarterly, provide a budget to the actual account of income and expenses.
- Provides the Audit Committee with the data to perform the audit.
- Lead the annual financial audit process.

## **6. Standing Committees**

Section 6.01: Standing Committees shall be chartered to carry out the priorities of RRAS. These committees will have a Chairperson (“Chair”) appointed by the President with the approval of the majority of the Board. The effectiveness and continuation of the Standing Committee are reviewed annually. A Standing Committee will be dissolved when its chartered goals are met or when the priorities of the organization are revised.

Section 6.02: Each Standing Committee Chair shall recruit members for their committee and work to identify a member to serve as a backup and take over the Chair’s duties and responsibilities should the Chair be unable to fulfill their role. The recruiting of non-board chapter members to serve on the committees shall be encouraged.

Section 6.03: Each Chair shall coordinate its efforts with other Board members to effectively carry out the duties and responsibilities of the other committees and to support the priorities of the organization.

Section 6.04: Standing Committee Chairs may serve in their capacity as Chair for a term of two years or a maximum six years, unless otherwise requested by the Board to continue in that role.

Section 6.05: Standing Committee members are required to attend all scheduled committee meetings unless otherwise excused by the Committee Chair. Excessive absences could result in the removal from the committee by the Chair.

Section 6.06: The Nominating Committee is not deemed a Standing Committee and is directly provided for elsewhere in the chapter’s bylaws.

Section 6.07: The Standing Committees are empowered and encouraged to take actions consistent with directives delegated to the committee by the Board of Directors.

Section 6.08: Each Standing Committee will create an annual operating budget for board approval and report back to the board on an as needed or scheduled basis.

Section 6.09: Standing Committees:

## **Conservation and Climate Committee:**

### General Function:

This committee and its chairperson provide the focus for the chapter's commitment to address the most urgent conservation threats.

- Climate change due to excessive greenhouse gasses in the atmosphere leading to the following threats:
  - Excessively high temperatures
  - Forest fires
  - Mega droughts
- Action plans that address the unique Las Vegas valley's location challenges
  - Balance carbon sequestration with conservation of water
  - Identifying and advocating local, flyway and national carbon reduction priorities
- Integrate Rethink, Refuse, Reduce, Repurpose and Recycle tactics in all other committee's work

### Duties:

- Work with the board to establish goals for the chapter as part of the annual planning process.
- Working with the committee to develop action plans and budgets for the chapter board's approval.
- Work with the Bird Friendly Community Committee to develop and sponsor the chapter's advocacy capacity.
- Provide leadership to the committee in implementing carbon neutral strategies. Delegate responsibilities according to the experience and interests of committee members.
- Recruit chapter members to the committee. Brainstorm with current members on ways to increase participation on the committee. Use specific efforts such as a targeted letter writing campaign or habitat restoration project to interest and involve non-committee members in the chapter's conservation efforts.
- Keep the president, other appropriate board members and the media informed of bird protection activities and the chapter's position on local environmental issues. Be prepared to handle inquiries from the media and community leaders.
- Provide regular updates for the chapter's communications committee on bird protection, water conservation and climate change issues in the community. This duty can be delegated to committee members. If appropriate, provide coordination and support to the Audubon Flyway network.

## **Bird Friendly Community Committee**

### General Function:

This committee and its chairperson provide the focus for the chapter's commitment to advancing priorities that help develop a bird friendly community, as listed on the chapter's website. The Chair oversees the development and implementation of projects to include the following:

- Keeping cats indoors
- Reducing window and building collisions
- Enable the creation of bird friendly backyard habitats
- Proactively provide the public with helpful baby bird conservation information
- Create chapter capacity to advocate for bird protection in the community
- Create volunteer events to maintain and enhance habitats at RRAS recognized locations.

### Duties:

- Work with the board to establish goals for the chapter as part of the annual planning process.
- Working with the committee to develop action plans and budgets for the chapter board's approval.
- Develop and sponsor the chapter's advocacy capacity.
- Provide leadership in the implementation of the Bird Friendly Community strategies. Delegate responsibilities according to the experience and interests of committee members.
- Recruit chapter members to the committee. Brainstorm with current members on ways to increase participation on the committee. Use specific efforts such as a targeted letter writing campaign or habitat restoration project to interest and involve non-committee members in the chapter's conservation efforts.
- Keep the president, other appropriate board members and the media informed of bird protection activities and the chapter's position on local environmental issues. Be prepared to handle inquiries from the media and community leaders.
- Provide regular updates for the chapter's communications committee on bird protection, water conservation and climate change issues in the community. This duty can be delegated to committee members. If appropriate, provide coordination and support to the Audubon Flyway network.
- Regularly update the Board on committee activities, National Audubon's priority campaigns and other Flyway and state campaigns. Delegate these presentations to others when necessary.

- Advise the Board on developing Nevada and Flyway conservation policies impacting birds and their habitats. Lead in development and communication of position statements.

## **Education & Outreach Committee**

### General Function:

Using education to enable both members and the public to take actions to help address bird and environmental issues is a major goal of the chapter. The Education and Outreach Committee must coordinate with other Committees to address the following:

- Climate Change
  - Carbon Footprint mitigation
  - Single use plastics reduction
  - Education on climate change, importance, and challenges
- Birding skill and knowledge development
  - Birding classes, bird ID skills
  - Las Vegas appropriate native and drought tolerant plants
  - Backyard birding - window strikes, feral and domestic cats, native plants, night lighting
  - Baby bird responses
  - Create relevant educational opportunities for board and members
  - Community education to help birds during migration seasons.
  - Tree care to help nesting birds
- Community Outreach
  - Foster active participation
  - Foster diverse and underserved participation
  - Build better connections with people
- Photography as a tool for helping birds
  - Incorporate photography in field trips, websites, presentations, workshops, neighborhood outreach
- Distribute Sibley's Southern Nevada Guides

### Duties:

- Determine overall community needs for awareness and understanding of issues within scope of the chapter's mission.
- Identify and develop projects that will best fill these needs and fit the talents of the committee. Choose projects that will involve as many chapter members and the public as possible.
- Identify the audience the chapter would like to reach.
- Determine the methods and resources the chapter will use and how much time and money are needed to implement the project.

- Develop criteria for evaluating the project before implementation. Evaluating formal or informal education programs is often difficult because success is hard to quantify. However, education programs can always be refined and enhanced.

### **Birding Events Committee**

#### General Function:

The Birding Events Committee is responsible for planning events throughout the year. This includes unique day or overnight trips as well as monthly recurring events. The committee assists in the planning of community science events (CBC, FeederWatch, Climate Watch, etc.). The Committee strives to ensure the events are inclusive of the entirety of the RRAS area served by engaging with the diverse community of southern Nevada. RRAS commitments to diversity and accessibility are incorporated into all events. Each event should offer an educational component in addition to seeking and identifying birds. The committee will seek leaders for events that reflect the growing diverse membership. Periodic assessment of field trips and monthly recurring events is expected.

#### Duties of the Chair:

- Communicate regularly with the committee members and the RRAS Board about decisions and support needed for events.
- Communicate with membership using available venues such as the membership meeting and newsletter.
- Facilitate collaboration with other RRAS Committees to develop programs.
- Delegate responsibilities to committee members and seek volunteers from outside the committee as needed. Also participates in Member duties as described below.

#### Duties of Members:

- Communicate ideas and volunteer to plan events.
- Attend Committee meetings either in person or virtually.
- Event planning includes seeking leaders, collaborating with leaders on event design, description, registration, safety, and all other elements unique to the event. Each event incorporates the goals of the organization.

Specific areas the committee leads or collaborates with others on include:

Birding events (lead)

- Offer rich/fun/enhanced/mindful birding events
- Design events to attract new, and retain bird lovers
- Design events that provide educational opportunities to learn holistically about birds, their habitats, and the challenges that face them
- Design birding events that are accessible and welcoming to all with our EDI principles in mind

Develop new bird event leaders (lead)

- Recruit new event leaders with EDI in mind/work to recruit a diverse pool of leaders and leaders who support the EDI values of the organization

Community Science (collaborate)

- Christmas Bird Counts
- Climate Watch
- Backyard bird count

**General Meetings Committee**

General Function:

This committee is responsible for leading, planning and execution of the general meetings. The meeting presentations, exhibits and procedures must align with the chapter's mission, strategies, and action plans. This committee will ensure that the program has a strategy for a "call to action" plan (i.e., motivating members to take action after each meeting).

Duties:

- Establish the list of topics and speakers for the year, confirming each one.
- Establish and gain board approval for the annual budget. Track expenditures against the budget, submitting for reimbursement or making payments as needed to the treasurer.
- Create and publish the calendar entry for each meeting describing the main topic, time, venue, etc., to allow for participant registration prior to the date.
- Establish and confirm the venue/structure for each month, (i.e., in person vs virtual).
- Work with the appropriate vendor to confirm the in-person venue, costs, contract, and other details as needed.

- Ensure the technical coordination of meeting technology is rehearsed and executed. Work with each speaker to ensure all appropriate logistics are in place for the meeting be it in person or virtual.
- Ensure participants joining virtually are also able to participate fully in the presentation, raffle, donations, and memberships.
- Lead and work with all Standing Committees, partners, suppliers so that volunteers, refreshments and materials are available to ensure a successful execution of a general meeting:
  - Meet and greet members and guests
  - Register attendees
  - Provide and distribute name tags
  - Provide for activities that may take place at general meetings such as selling chapter merchandise, holding a raffle, or organizing a book exchange, to name a few
  - Plan, purchase and deliver refreshments for each general meeting
  - Collect receipts to submit to the treasurer for reimbursement as needed
  - The General Meeting Committee Chair shall designate an individual to account for the monies collected during the meeting and hand over to Treasurer.
  - Provide information to the President regarding volunteers or guests or anyone in attendance who should be publicly acknowledged
  - Display of chapter materials to keep attendees informed of chapter activities
  - Signing up new members and assisting current members with renewals
  - Facilitating the signing up for future events either electronically or via paper sign-up sheets

### **Membership Support Committee**

#### General Functions:

The membership committee is responsible for helping to maintain membership records and recruiting new members. The entire board should be involved in planning and implementing membership drives.

#### Duties:

##### Chapter Roster Specialist:

- Access Chapter Roster, Chapter Change Reports, and Chapter Mailing Labels from the web-based Chapter Reporting Program:  
<https://netapp.audubon.org/AAP/Application/ChapterServices>.  
 If you have not previously used this program, email the Chapter Services office for more information on getting set up to use this system at  
[chapter\\_services@audubon.org](mailto:chapter_services@audubon.org).

- Access membership database to maintain and report out information Donate Now and Become/Renew Membership campaign.
- Keep an accurate record of the membership for the Newsletter, Mailchimp, Dashboard and meetings.
- Check the monthly Chapter Roster and Chapter Change Report produced by Audubon for accuracy and to update your files if needed.
- Send errors in the Roster or Chapter Change Report to National Audubon chapter services.
- Help members resolve membership problems.
- Make sure the Donation, New Membership and Renewing Membership receipt content is appropriate in the membership database.

#### Membership Relations:

- Work with the other committees to welcome new members at chapter programs.
- Promote membership participation by recognizing new members in the current newsletter and birding events.
- Promote membership by working with committees and the board to advertise the chapter in a variety of ways in the community. Any large membership recruitment effort will require the involvement of the entire board.
- Conduct membership satisfaction and ED&I survey on a regular basis.
- Conduct member and donor recognition campaigns.
- Send notifications to major financial contributors to thank them for their support
- Send out non-business types of communications on behalf of the chapter such as get well and sympathy cards.
- The committee may be instructed, from time to time, by the Board of Directors to send out official recognition to members and others for their contributions to RRAS either by way of their volunteer efforts or gifts to the chapter, financial or in-kind.
- Plan events for members to promote development of friendships and recognize achievements and contributions of members.

#### **Partner Relationship Committee**

##### General Function:

The Partner Relationship Committee Chair is responsible for planning, organizing and directing activities with partners including coordinating specific outreach locations, recruiting and scheduling outreach speakers, outreach logistics and hospitality.

##### Programs could include the following:

- Foster relevant partnerships with local venues such as Henderson Bird Viewing Preserve, Clark County Wetlands, Discovery Park, etc.
- Communication/coordination with other similar organizations to achieve common goals to help the community.

- Create new partnerships and strengthen existing partnerships with organizations with similar goals as RRAS.
- Outreach in the community at Partner events to let people know about RRAS and encourage the public to join our organization.
- Sponsor UNLV student conservation chapter
- Foster and sponsor a youth birding organization - prolonged and sustained relationship
- Explore Scouting Bird Badge collaboration with the Southern Nevada Scout Council

Duties:

- Prepares annual budget submission to ensure effective outreach committee operations
- Consults and proposes during Board meetings on policy, planning and community partners concerning outreach efforts on a near- and long-term basis
- Coordinates with the communication/website/IT committee in writing/electronic message regarding upcoming outreach events to assure coverage in newsletter, website, Facebook and other social and local media outlets

### **Communication/Website & IT Committee**

General Function:

The Communication/ Website & IT Committee Chair is responsible for development and execution of all the chapter's descriptive and image equity that consistently reflects the chapter vision, mission, strategies and action plans. The Committee Chair is also responsible for recommending communications suppliers, technologies, products and services needed to deliver communications efficiently and effectively in line with the chapter's financial resources.

The Communications Committee is tasked with two distinct functions.

IT/Web services –

1. Web design, configuration, maintenance
  - a. Layout and design – Evaluate and update periodically
  - b. Web apps and software – Evaluate and recommend according to needs
  - c. Posting new content – Develop and maintain best practices:
    - i. Templates
    - ii. Image size and alignment

- iii. Multimedia – embedding video, sound, etc.
- iv. Interactive applications – Maps, birdability
- d. Image Library – Develop and maintain a collection of images for all forms of communication
- e. Create/Maintain an online store

2. Contact Relations Database

- a. Maintain contact list for communications
- b. Campaign – Create best practices for creations and implementation

Content and Messaging –

1. Branding – Develop and promote the Red Rock Audubon brand

- a. Publicity sub-committee
- b. Develop/Create assets – Pins, stickers, garments

2. Content – Create content that aligns with Red Rock Audubon’s Mission, Vision, ED&I policies, and National Audubon messaging

3. Disseminate/Announce new content through social media email and print media

Duties:

- Consult and propose during Board meetings on matters concerning the chapter’s communications strategies, designs and platforms to optimize cost effectiveness and integration across all committees. Consult and advocate effective teamwork across all committees.
- Prepare an annual budget along with short and long (3 or more year) term plans to implement strategies, designs and platforms in a cost-effective way.
- Ensure, cultivate, and maintain an effective communications strategy with Red Rock Audubon’s partners and the community at large.
- Recruit, cultivate and manage effective committee members/teams for IT/Web Service and Content/Messaging Creation.
- Hire and manage subcontractors, if needed with board approval or within approved budget constraints and budget.

**Finance Committee**

General Function:

The Treasurer chairs the Finance Committee, which is responsible for preparing an annual budget for the chapter and the following tasks:

- Management of product(s) for sale
- Annual budget established by each Committee

Duties:

- Assist the Treasurer in preparing an annual budget for the chapter, annual audit summary, and annual reports to National Audubon Society.
- Review the system of accounts to be sure it is meeting the needs of the chapter.

### **Grant Facilitation Committee**

General Function:

The Grant Committee is responsible for ensuring a project intended to be submitted by a project leader/applicant (on behalf of the chapter) meets the Vision and Mission of RRAS before the final application is submitted to a grantor. The Committee shall also assist the Treasurer in monitoring the disbursement of grant funds to ensure they align with the scope of the grant as approved. The Committee shall work with the grant's recipient to ensure successful completion of their project.

Duties:

- Promote and solicit grant ideas
- Select the proposals to endorse, assigning each proposal to a particular grant
- Aid the applicant in the preparation and submittal of the application
- Review all grant applications and approve for submittal
- After a grant is awarded, have periodic follow-ups with the project manager to verify the requirements of the grant are being followed
- Provide encouragement to aid in the successful completion of the project
- Work with the Treasurer to timely return any unused grant funds as required under the terms of the grant

### **Fundraising Development Committee**

General Function:

The Fundraising Committee is responsible for development of all external restricted, designated and unrestricted funds solicited by or donated to RRAS. The fundraising committee chair, as a member of the Board per the by-laws, has fiduciary obligations.

Duties:

- Prepares annual budget submission to ensure effective fundraising committee operations.

- Prepares the annual fundraising committee plan for Board ratification. Coordinates with the treasurer on required financial record-keeping including remittances, sources and uses of cash, payment for fundraising printing and bulk mailing permitting and balances matters.
- Consults and proposes during Board meetings on fundraising policy and planning. Recruits and trains fundraising committee members to be effective at raising money.

## **7. Directors at Large**

Section 7.01: Per RRAS Bylaws, a maximum of six (6) Directors at Large shall serve on the Board of Directors. These Directors shall be appointed by the President, with the approval of 50% of the Board of Directors and serve at will. Directors at Large will be appointed for specific roles within the organization that fulfill the mission of RRAS. Directors at Large may serve in their capacities for a maximum three years unless otherwise requested by the Board to continue in that role.

## **8. Special or Task Force Committees**

Section 8.01: Per RRAS Bylaws, the President, with the approval of 50% of the Board of Directors, may appoint Special or Task Force Committees whose terms will be determined by the length of the assignment to be done. The Chairs of these committees shall not be required to attend regular board meetings except for when necessary to carry out the duties and responsibilities of the committee or reporting the committee's work to the Board. The Special or Task Force Committee may include, but is not limited to, an Audit Committee charged with conducting an annual audit of the chapter's finances. The Chairs of such committees have no voting privileges on the Board of Directors.